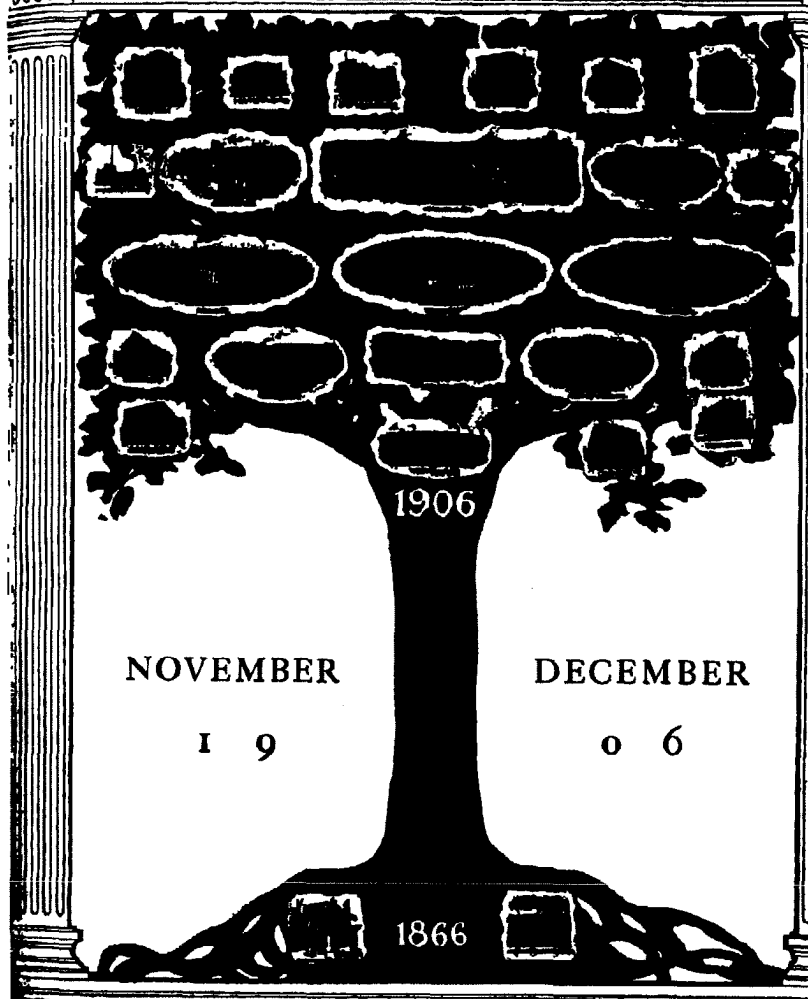
"Good cheer and the cheering spirit is one of the little things in salesmanship which forges the link that binds trade to the salesman." . . .

The Chameleon



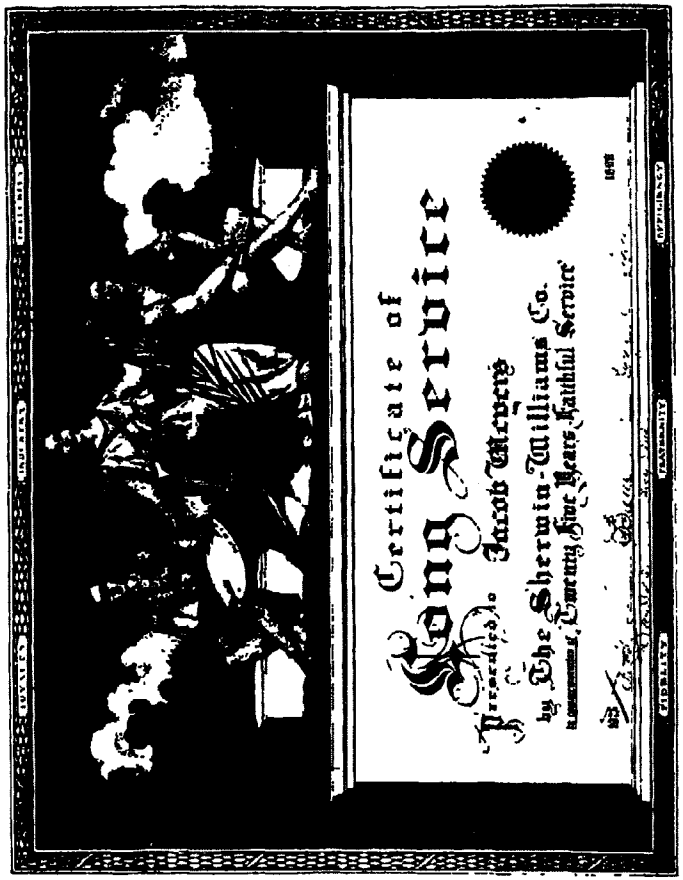
NOVEMBER

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DECEMBER

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Fortieth Anniversary



Long Service Certificate Presented to Thirteen Employees of the Company. (See Page 249.)

The Chameleon.

Published on the Fifteenth day of each month by The Department of Publicity, at 101 Canal St. Cleveland, for the interest and benefit of THE SHERWIN-WILLIAMS CO.'S local staff

VOL. IX. NOVEMBER & DECEMBER, 1906 NOS. 11-12



The Fortieth Anniversary and the Twenty-Sixth Annual Convention of the Company

ONE of the greatest events, if not *the* greatest event in the history of The Sherwin-Williams Company—the Twenty-sixth Annual Convention and the Fortieth Anniversary—has passed and gone, but we take the keenest pleasure in devoting this issue of THE CHAMELEON to a review of it. In these pages we hope that those of you who attended may live again the pleasant and profitable week spent at Cleveland from October 29th to November 2nd, and those of you who were not so fortunate as to be present may learn of what was accomplished.

Our Twenty-sixth Annual Convention was the largest and best we have ever held. This is only as it should be, but we can take a pardonable pride in making such an acknowledgment, for our past conventions have been great successes from every standpoint and to go ahead of them was no little accomplishment. The gathering was especially memorable this year because we also celebrated the fortieth anniversary of the founding of our business. It was a time to look back with no small degree of satisfaction upon past accomplishments and forward with high resolves to future ones.

Officers, managers, heads of departments, representatives and guests—all met as one big family, bound not only by business ties but by the most fraternal relations as well. It was a gathering that exemplified the true spirit of our organization.

"*Efficiency—Make the most of the business by making the most of yourself.*" was the keynote of the convention. It was consistently carried out throughout the meeting, for every session was planned to accomplish that very end—to help the men make the most out of themselves. All departments had worked steadily for months to prepare for this week of school and play. It was meant that nothing should be left undone that would help the representatives know our line, what it will do, and what can be done with it. Entire success was the result. Of the knowledge gained and the enthusiasm

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Convention Hall, General Office Building, Cleveland, Looking From the Stage Toward the Rear of the Room.

engendered it is scarcely necessary to speak. Every man went forth at the close of the convention better prepared than ever to exploit the merits of our proposition. From the first day to the last there was always something to be found to add to every man's store of information and something to draw the men closer together in fellowship and good will.

It was appropriate that at the time of its Fortieth Anniversary the Company should come back to the home offices for its convention. Cleveland was the birthplace, and it was here the foundation was laid. The representatives began to gather at the Hollenden Hotel, their headquarters for convention week, as early as Sunday morning and all day they came in, singly, by twos and threes, and in squads. The division and department managers had preceded them several days before in order to be on hand for the fall managers' meeting, so by Monday morning practically all the men were present, ready for the great week.

The offices and factory were in their usual spick and span order. When the representatives arrived at the general office building Monday morning, they found that the first floor had been entirely transformed for their benefit. Upon entering under the big "Cover the Earth" portal they were ushered into an exhibit hall, where displays of our lines were attractively arranged and samples of finishing shown. At one side of the room was a model store with

a $250.00 assortment, complete and ready for business. The exhibits proved very popular during the convention, and the men spent much of their spare time in the hall studying the goods and the demonstrations of their accomplishments, as shown in the many finished displays.

The convention hall was readily accessible from the exhibit room. It was amply large for its purpose and made a splendid meeting place. The decorations consisted of flags, shields and bunting. The shields represented the coats of arms of various countries and had the words "Sherwin-Williams Paints Cover the Earth" in the language of each country. At the rear of the speaker's platform, under a frieze on which were the words "Quality, Confidence, Enthusiasm, Success," was a tree typical of our growth, showing pictures of our plants, offices and warehouses.

Mr. Cottingham's Address.

THE convention was called to order by Mr. Cottingham at 9:00 o'clock, after a very pleasant social hour which the representatives had put in renewing old friendships and getting acquainted with the new men. At the conclusion of the roll call, Mr. Cottingham welcomed the men to the convention in a stirring talk that was appreciated and felt by all. He briefly reviewed some of the past conventions of the Company and what they had meant to us at that time, bringing in fittingly a tribute to this convention which celebrated the Fortieth Anniversary of our business. He spoke of the great year we have had and the part all have played in making it great. Referring to his own anniversary in connection with that of the Company, he said jestingly, "I have often wondered whether I was born for the business or the business was born for me."



Mr. W H Cottingham

A brief history of the Company was given by Mr. Cottingham. He spoke interestingly on the humble start made by Mr. Sherwin, and told of the qualities that were instrumental in placing the firm on its feet at that time—perseverance, concentration, enterprise and thoroughness. He also dwelt on the opportunities of the future and what we have before us to accomplish.

A hearty welcome was extended by Mr. Cottingham to all the representatives, new and old. He advised all that they were to make themselves perfectly at home, and if they needed money to go to the treasurer, or if they wanted promotion to go to the promoting department, and gave a promise that should they come to the executive department they would not be executed.

We greatly regret that Mr. Cottingham's address was not taken down verbatim, and therefore, as it was extemporaneous, we are unable to reproduce it in its entirety.

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Mr. Sherwin's Address.

MR. SHERWIN was then introduced and received a great ovation when he advanced to the platform. Few men are privileged to hold the warm place in the hearts of their employees that our president holds in ours. Mr. Sherwin said:

I thank you more than I can find words to express for this greeting, and I take great pleasure in welcoming you to the Twenty-six Annual Convention of Managers and Representatives, doubly so as we now celebrate the Fortieth Anniversary of the founding of this business.

It becomes a greater pleasure to me each year to look into the faces and grasp the hands of those whom we call veterans. It recalls the years gone by when we were so few we knew each other well. I also gladly welcome the recruits of later years, including those whom we meet here today for the first time.



Mr. H. A Sherwin

It is my constant regret that I can not know you all more intimately. Until within a few years, I was as closely in touch with all departments of the organization as any man in it, but the time has come when on account of the extent of my physical infirmities I am forced, much against my inclination, to be something of a "figure-head."

That title would be a new one in our Company, and never regarded as consistent with our organization. If at all admissable now, it would be because we have so many officials we have hard work to find suitable titles to fit them.

This reminds me, I saw in the last number of THE CHAMELEON a new office and title: in fact, I get much of my information regarding the progress of the business from that valuable periodical. It may be the opening of a new branch, or the promotion of a faithful employee. These things of course interest me, as evidence of continued progress.

The relief I have had from details of management leads me to take broad views of the whole field, and especially to reflect on the marvelous changes in the past 40 years.

We are justly proud of the growth of our Company in that time, for in comparison with others in similar lines it has been phenominal. Yet, as we look outside, we find we are only keeping pace with the world's progress.

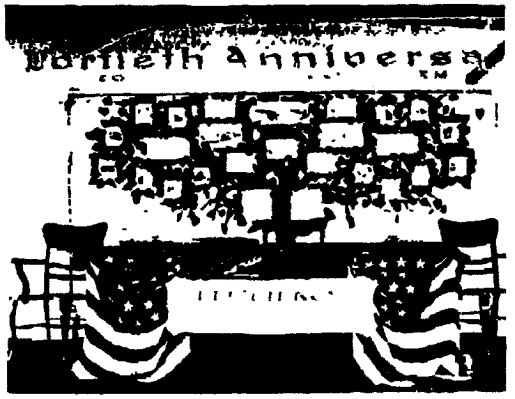
This period of 40 years seems short when we find that it is scarcely more than twice that time that paints have been used on the outside of buildings in America. Prior to that, paint was not considered a thing of utility, and, as a decoration, the Puritans deemed it a sin to so use it.

Varnish was not made in America until 1828, nor Zinc Oxide until 1850, but very few colors were made in this country 40 years ago, probably not as many all told as are made now by our own Company. Within this period there has been the most wonderful development, commercial and otherwise that has ever been known. The United States has become the greatest manufacturing and trading nation, as well as the wealthiest nation in the world. The increase in population, the development of agriculture, mining and manufacturing has been simply marvelous. The statistics on these subjects astonish us, and the record of progress is not confined to the United States. Other nations have made rapid progress, notably our nearest neighbor on the north, for it is since 1866 that the provinces have been united as the Dominion of Canada, and only within less than half that time has that country come to be one of the foremost in progress and production. Within that same period the steel industry has become one of the greatest business developments in all time.

The increase in mileage and the improvement in railways and cars has been a wonder. In this time has come the air brake, the automatic coupler, and almost countless other improvements, as well as much larger locomotives and cars.

When I began business a car load was 20 tons, now it is 50 or more. In 1866 there was no through railroad to the Pacific Coast, no Suez Canal, no telephones, no dynamos, no electric lights, no storage batteries, no electric railways, no wireless telegraph, no steam turbines, no typewriters and no automobiles. Other discoveries, inventions and developments within 40 years of little less importance than those I have mentioned would fill a volume, so you will not wonder that in looking back I find plenty of food for reflection, and you will agree with me that, as I said before, The S-W. Co. is simply keeping pace with the world's progress.

The older men get, the less they look forward, and the more they live in the past. But I hope I am not oblivious to the fact that there are great possibilities of future growth in this business. It would be nonsense to expect the world's progress to come to a stand still, and none of us would have our Company shut off steam and slow down.



The Speakers Table Showing the Decorations in the Big Work Room of the Convention Assembly

We are noted for our spirit of enthusiastic loyalty to our Colors I expect this to continue, and the inevitable result will be growth such as we can not foresee, any more than 40 years ago I could foresee what we are today.

I hope you will find this Convention as helpful to you as any of those in the past. If experience is worth anything, it should be so. We learn to know what is most hopeful, and it is exceedingly gratifying to find the more you know about our products and methods, in other words the greater your efficiency, the more successful you become, and the better able you are to carry out the keynote of this convention.

MR. S. P. PENN was then called on and responded with a few words of welcome. He spoke of the growth of our family during the past few years, and even since the last convention, and voiced his regret that he could not know all the men personally as he once did.

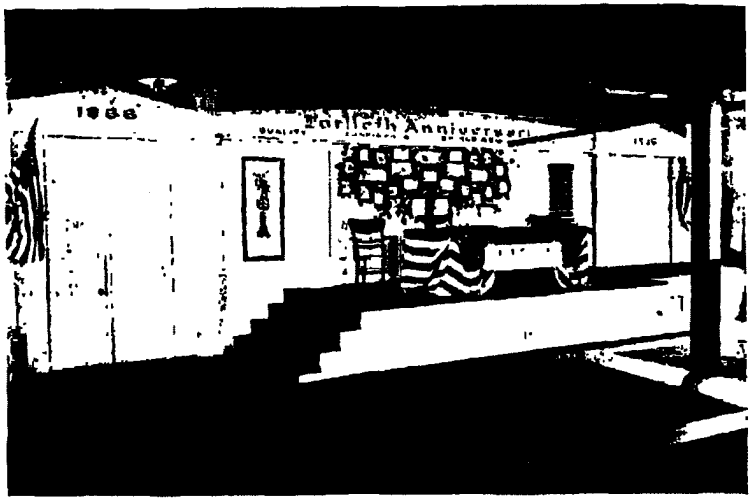
The following cablegram from Mr. J. W. Garson, Manager of our London business, was read:

"Berger force extends hand of fellowship and our heartiest congratulations and joins in the highest ambitions for the future."

After the awarding of the Top-Notcher prizes, which followed, an inspection was made of the plant. The members of the convention were divided into squads and conducted through the factory by managers and others who

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had been selected for the purpose. The entire plant was inspected and it speaks well for the efficiency of those who are in charge of our Cleveland factory that everywhere from first to last was manifest perfect cleanliness and splendid appearances under conditions that are decidedly adverse.



A General View of the Stage in the Convention Hall, General Office Building, Cleveland.

Awarding of the Top-Notcher Prizes

MONDAY MORNING.

MR. COTTINGHAM, in making the announcement of the Top-Notcher prizes and the awarding of the trophy for the third time to Southwestern Division, complimented the representatives on the splendid showing they had made during the year. It was a matter of sincere regret to him, he stated, that all could not be given prizes, but he felt sure that every man had put forth the best that was in him and success would come next year perhaps if not this one.

The winners were enthusiastically applauded as they were called to the front to receive their prizes. The division yells were given frequently whenever an opportunity was presented for a demonstration. Southwestern Division, in its Top-Notcher glory, was to be heard above the din at all times and it is not to be wondered that this division won again, if lung power is any evidence of selling power.

On the opposite page are shown the leaders for the past year, and elsewhere in this issue will be found a list of all the representatives who made their estimate.

Top-Notcher District Manager,
Mr. L. J. Fasquelle, Manager Central Division.

Top-Notcher Manager,
Mr. A. D. Joyce, Manager Southwestern Division.

Top-Notcher Salesman,
Mr. A. D. Kiser, Eastern Division.

Top-Notcher Superintendent,
Mr. E. W. Lutes, Superintendent Cleveland Factory.

Top-Notcher Promoting Department Manager
Mr. J. H. Payne, T. N., Southwestern Division.

Top-Notcher Cashier,
Mr. H. C. Nelson, T. N., Southwestern Division.

Top-Notcher Railway Representative,
Mr. E. M. Richardson, T. N., Manager Marine Sales

Top-Notcher C. & M. Representative,
Mr. L. W. Barney, New England Division.

Trade Sales Department.

Central Division,
1. C. Z. Martin,
2. F. D. Spencer,
3. F. Burke.

Middle West Division,
1. D. G. Craig,
2. P. L. Munger,
3. P. E. Hinkson.

Southwestern Division,
1. I. F. Watkins,
2. G. E. Cannon,
3. R. L. Graves.

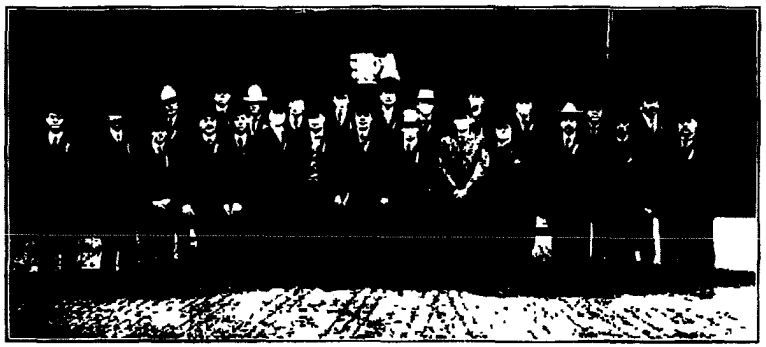
Eastern Division,
1. A. D. Kiser,
2. C. P. Jarden,
3. W. H. Jarden, Jr., T. N.

New England Division,
1. W. H. Putnam,
2. D. H. Thompson.

Central Pacific Division,
1. G. G. Mowat, T. N.,
2. C. E. Felch.

Southern Pacific Division,
1. E. A. Bradley,
2. G. E. Wise, T. N.,

Canadian Division,
1. W. S. Fallis,
2. G. E. Boomer,
3. J. McMartin.



Group of New Salesmen Who Are Recent Acquisitions to Our Staff

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The Agency Proposition

MONDAY AND TUESDAY



THE convention program had been arranged so that each of our various sales propositions would be taken up by itself and presented as a concrete whole. The plan proved its value throughout the meeting and was one of the things that helped make the convention seem so complete and comprehensive.

The "*Agency Proposition*" came first, being divided into five parts—"*S. W. P.—The Goods*" "*S. W. P.—The Sale.*" "*Modern Method Floor Finishes.*" "*The Solid Line of Shelf Goods*" and "*Trade Sales Variances.*"

"*S. W. P.—The Goods,*" was presented Monday afternoon by Mr. J. C. Beardslee, Gen. Supt. His introductory talk, covering the first two hours of the session, was one of the most interesting and instructive ever given at a convention and certainly accomplished much in strengthening the knowledge and confidence of all in the goods.

Mr. Beardslee sketched briefly the history of paint making during the past 25 years, pointing out the development and improvements that have resulted from the scientific study and the broader experience of leading manufacturers. He then gave an extended explanation of the present practice of paint making as applied to S. W. P., and in doing so indicated the characteristics of the various raw materials used in the manufacture of liquid house paints. The relative value of various pigments and liquids was forcefully presented, and he took up individually the leading pigments, such as white lead and zinc oxide, together with the inert materials, such as barytes, whiting and silicate of alumina. In this connection Mr Beardslee demonstrated the oil absorbing qualities of the pigments. From that point he proceeded directly to the formula on which S. W. P. is made and explained carefully and in detail the value of such a formula and our desire to cling to it so long as we know that it produces better paint than we could produce in any other way.

After Mr. Beardslee's talk, and following the recess, he conducted a question hour that offered an opportunity for a free discussion of any points that were at all obscure or upon which the representatives desired further information.

There was certainly no excuse for any man leaving that session with any doubts as to the true value of S.W.P. and its place in the paint market.

If anything further was needed to increase the confidence of the men in the goods, however, it was supplied by Mr. Cottingham in his talk at the close of the question hour.

The session adjourned at 5:30 with most enthusiastic applause for Mr. Beardslee, Mr. Cottingham, the Company and S. W. P.

The "Agency Proposition" was continued Tuesday morning, Mr. A. E. Schafer, Mgr. Gen. Sales Dept., taking up the second part—"*S. W. P. —The Sale.*"

Mr. Schafer fully explained the great opportunities before us in our trade sales and how the representatives can go after the business and get it. He reviewed our agency proposition at length and the value of S.W.P. as an asset to the agent and what it means to his other lines. Mr. Schafer also brought out many good points along the line of complaints and how to deal with them, proper agency orders, overcoming arguments presented by the dealer and cheap paints.

At the conclusion of his talk an "*Agency Selling Demonstration*" was given by Representative J. W. Ward, Middle West Division, who took the part of salesman, and Mr. G. G. Mowat, Supt. Northern Pacific Depot, who played the role of B.P.A.

Mr. J. F. Hommel, General Supervisor, followed this with a few remarks on his new department and what it is intended for and hopes to accomplish. He spoke of our new school for salesmen and the plan to have permanent exhibits of our various lines at the



A View in the Exhibit Hall, General Office Building, Cleveland Showing Some of the Panel Exhibits and the Large Building Display.

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division offices. He also discussed briefly what the men can do to introduce the full line and how they, as well as the Company, can be educators. Mr. Hommel was enthusiastically received by his former colleagues and great interest was displayed by the representatives in learning of his new field of endeavor.

"*S. W. P. Advertising*" was taken up by Mr. H. D. Smith, Assistant to the Vice President and General Manager, in the absence of Mr. L. R. Greene, Manager Department of Publicity. Mr. Smith briefly reviewed the advertising features prepared for our spring campaign and explained what has been done and what we expect to do in the way of publicity this year. The convention was enthusiastic over the plans as he outlined them, especially the new general publicity work, and expressed their approval with hearty applause.



Model Store in the Exhibit Ha General Office Building
Cleveland, Showing the $25.00 Assortment.

Tuesday afternoon the "*Agency Proposition*" was completed, the last three parts of the subject being taken up.

"*Floor Finishes and Sundry Shelf Goods*," were ably handled by Mr. H. D. Whittlesey, Manager Atlantic Coast District, who laid special stress on the importance of the lines embraced under this head, and urged the representatives to line up the business this year better than ever before. He explained why we were in a better position to push these goods now than at any time previous and suggested a number of products that are especially strong with the trade. Several instances were cited by him where our floor finishes had especially demonstrated what they could do. Representatives who have made a special success selling these goods during the past year were called on by Mr. Whittlesey for a few words on "how they did it."

Mr. D. G. Craig, Middle West Division, told how he opened up so many new accounts during the past year. "Work did it," said Mr. Craig, in concluding his remarks.

Mr. Robert Johnson, Canadian Division, spoke on the quality of our line and illustrated what he has been able to do on his territory.

Mr. Edward Watson, Eastern Division, related some of his experiences and the voluntary testimonial that had been given our goods by a representative of another company in competition on this territory.

Mr. H. W. Putnam, New England Division, spoke of demonstrations he had made and how he proved the quality of our goods to his trade through exposure tests.

Mr. E. T. Parsons, Central Pacific Division, gave a few words of advice on the best method of approach with these lines.

Mr. A. D. Joyce, Manager Southwestern Division, speaking for his "boys," told of the success they had had pushing these goods and the methods they used.

Mr. J. F. Hommel, General Supervisor, spoke of the value of our line to the agent and how we help him build up his trade.

Mr. E. S Donnelly, Southwestern Division related his method of handling S. W. P. agents who refused to co-operate with us to the extent of handling our full line.

Mr. Whittlesey closed his session with a few summary remarks on quality and what the representatives can do with our goods if they will give them the attention they deserve.

This was probably the best session on our floor finishes and shelf goods we have ever had at any convention, and a great deal of benefit was derived by all who heard Mr. Whittlesey's concise talk and listened to the testimonials given by others on the value of our line. The importance of this subject cannot be overestimated and every man should go out now with a resolve to increase his sales this year in these goods.

"*Trade Sales Varnishes*" were gone over by Mr. W. W. Mountain, Manager Varnish Sales Department. Mr. Mountain's talk was very instructive and enjoyable His wide knowledge of the goods enabled him to explain many little important points and to assist the men to a better understanding of the great excellence of our line. He explained our position in the varnish business, our policy in manufacture, and how well prepared we are to take care of the trade. It was clearly shown by Mr. Mountain that our trade sales varnishes are second to none and that we are



One of the Panel Displays in the Exhibit Hall, General Office Building, Cleveland, the Large Handcraft Display Rack Can be Seen in the Background to the Left.

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entitled to and mean to get this business. A question period was allowed at the conclusion of his talk, in order that nothing which should have been explained and which the representatives wanted more light on might be omitted.

"*Advertising for Floor Finishes, Shelf Goods and Varnishes*" was introduced by Mr. Smith, who showed the various features we already have for these lines, as well as some that will be brought out during the coming year.



The Painter Proposition

WEDNESDAY MORNING



MR. L. J. FASQUELLE, Manager Central District, introduced this subject Wednesday morning, immediately after roll call, with a comprehensive talk on "*Specialties for the Painter and How to Push Them.*" He explained why we should have the trade of the master painter and how we should go about getting it; just what position the master painter occupies in the trade today as compared with former times, and our policy toward him. "We are getting closer to the master painters now than ever before," said Mr. Fasquelle, "and we should do all in our power to foster these friendly relations. The master painters are a class of men with more than ordinary intelligence and ability, and they require to be 'shown' before they can be convinced, but we have the right goods and are winning favor right along with the craft." Natural prejudices of the trade that must be first overcome, best methods of approach, and goods that will appeal particularly to the master painter, were points brought out during the course of Mr. Fasquelle's talk.



One of the Poster Signs Used in the Decorating.

Flat-tone, one of our new lines which will soon be ready for the trade, was shown at this session and made a special "hit" with the representatives, who were greatly interested in the panel display made of the goods and Mr. Fasquelle's description of the working properties of this line. With them, we can safely predict big things for Flat-tone.

Mr. D. G. Newton, Assistant Manager Department of Publicity, spoke on "*Advertising to Painters*," and showed some of the advertising being done to this class of trade. Our recent promoting with samples of Handcraft Stains and Mission-lac and what it seems to have accomplished, was also explained by Mr. Newton and noted with interest by his audience.



The Architect and Engineer Proposition

WEDNESDAY MORNING



THIS proposition was taken up after the recess Wednesday morning, and, while comparatively little time was devoted to it, so many good things were brought out in the session that we can confidently look for fruitful results in this field during the year.

Mr. Schafer took charge of the subject and spoke along the line of "*Architectural Specialties and Opportunities.*" "Some of the representatives have done effective work in this field." said Mr. Schafer, in opening: "but we must not allow any opportunities to go by to work for this class of business. Get our goods in specifications whenever possible." He illustrated the good results to be obtained in this direction by citing several instances where getting the architects to specify our goods had led to an investigation being made of them and later an interest being taken in them by large decorators and others in allied crafts. The best way to approach the architect with our lines was also brought out, with suggestions of goods that would make good entering wedges. Mr. Schafer also mentioned *The Spectrum* briefly and what the Company is doing through this medium of advertising to educate the architects to the merits of our goods, bringing out some of the ways in which the magazine can be made an introductory medium.

This field of endeavor, working with architects, is a comparatively new one with us, but we are going to make a big dent in the business before we get through. With the splendid follow-up system we have to see that our goods are used when specified we are able to work hand in hand with the architect who really wants to see that what he specifies is used, and to make sure that instructions are carried out anyway in instances where a state of indifference exists. The representatives should remember that this service is very valuable in their work with the architect and gives them a tremendous advantage.

At the close of the session, Mr. Fasquelle gave a short talk on Handcraft Stains and Shingle Stains. The Handcraft panel display made at this time brought forth admiring comments from all and it was the universal opinion that we have a line of stains that nothing on the market can approach in any way. A section of a shingled roof was also shown, finished with our shingle stains and those of competitors. This clearly illustrated that we have an exceptionally high class product and one that deserves the greatest support.

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Our Own Proposition

WEDNESDAY AFTERNOON



WHAT was conceded by all to be the best and most profitable session of the entire convention was held Wednesday afternoon, when Mr. W. H. Cottingham gave almost four hours to the "*Organization and Methods of the Company.*" All who were privileged to hear this splendid description of our organization, what has been accomplished through our methods and what we expect to accomplish in the future, will never forget it. It was an insight into the heart of our Company and its life that made every man feel proud that he was connected with and an integral part of a concern so perfectly organized and conducted.

Mr. Cottingham treated his subject exhaustively. He traced the growth if our business from its day of small beginnings to the unassailable position it now occupies in the business world; gave a complete description of our immense facilities and a comprehensive idea of the magnitude of our organization, together with facts and figures which demonstrated our marvelous growth in recent years; and pointed out the opportunities for big things still before us and the possibilites of the future. His description of the Company covered every department and entered into details regarding the conduct of each. In fact he omitted nothing that would assist in giving the best possible idea of what our organization is today and how the complex business operations of all parts of our vast system of factories, offices and warehouses are conducted with perfect execution and dispatch.

At the close of Mr. Cottingham's talk the pent-up enthusiasm engendered by it found vent in prolonged cheers and applause. The S-W. spirit was especially manifest, and it was a great ovation both to our Vice-President and General Manager and the Company.

In the few moments remaining, Mr. F. P. Van Hoesen, our good agent at Rochester, N. Y., was called on and made a few remarks on our proposition. He was loudly applauded when he announced that he intended to be a "full liner" from this time on. Mr. Van Hoesen couldn't withstand the evidence that was piled up on the merits of our full line proposition.

Mr. W. A. McDonald, our agent at Los Angeles, Cal., also spoke and paid a tribute to the Company and the quality of our goods. He was as much interested in the sessions of the convention as any of the representatives.

Mr. A. R. Walbrook, our English representative, also had a few words to say which were received with much enthusiasm.



The Manufacturers' Proposition

THURSDAY MORNING AND AFTERNOON

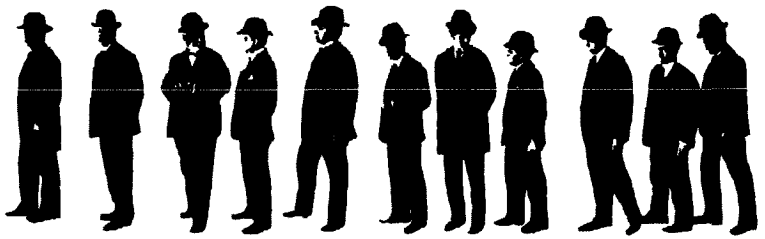


ALL of Thursday was devoted to this subject, which was completely covered under the heads of "*C. & M. Paints and Colors,*" "*Insulating Varnishes.*" "*Varnishes for the Manufacturing Trade*" and "*Our Varnish Making Facilities.*"

The first of these, "*C. & M. Paints and Colors,*" was taken up in the morning by Mr. W. J. Sohlinger, Manager C. & M. Sales Department. It was announced and commented upon by Mr. Sohlinger that the percentage of gain during the year in this department of the business was larger than in any other, although we have secured only a comparatively small portion of the available business. He pointed out the great possibilities before us with the strong line of goods we have, and gave a few pointers on what constitutes a good C. & M. man and the methods the representatives should adopt in presenting this line to the trade. Mr. Sohlinger also gave some wholesome advice on how the representatives could get even closer to their old trade, build it up and increase its business. The announcement that exhibit rooms, where full exhibits of our C. & M. lines will be displayed permanently, are soon to be fitted up at the various division offices, was gratifying news to the men, and they expressed hearty approval of this innovation.

Exhibits were made during the session of some of our carriage goods, including both undercoatings and finishes. Representatives W. B. Wise and G. E. Branham of the C. & M. Department, Cleveland, spoke briefly on finishing and how the best results could be obtained under certain conditions. Mr. Schafer gave an interesting account of how he sold Q. D. Colors when he was on the road, and Representative C. P. Jarden, Eastern Division, related his experience in selling our colors to the large department stores in Philadelphia.

In the afternoon, Mr. G. A. Jacobs



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spoke on the subject of "*Insulating Varnishes and Impregnating Compounds.*" This is a newly perfected line with us and we have been experimenting and testing for several years before putting our goods out. As was amply demonstrated by Mr. Jacobs' talk, however, we have a line that is high class in every respect, and can now go into this fertile field knowing that we are in a position to meet and overcome any competition. Some of the prime requisites of good insulating varnishes were explained to the men and the goods very thoroughly gone over. Mr. Jacobs also described impregnating compounds, their object and uses.



Dry Color Exhibit in the Exhibit Hall General Office Building, Cleveland

The remainder of the afternoon was truly a varnish feast. Mr. Mountain covered the subject of "*Varnishes for the Manufacturing Trade*" in a thorough and very comprehensive way and braced the men up wonderfully in these goods. He told something about our varnish making and the high character of our varnishes; how we safeguard them in every way; our aging and testing, and last, but not least, our varnish selling. Different varnishes for various purposes were taken up and discussed, the representatives asking many questions, and Mr. Mountain answering them in a comprehensive way. Representative B. M. McDade, Varnish Sales Department, Cleveland, related some of his experiences in selling our varnishes, together with instances of the competition he had met and how he had overcome it.

During the session, Mr. M. L. Sims, General Superintendent Varnish Manufacturing Department, gave a short talk on "*Our Varnish Making Facilities.*" He told of some of the things we have been able to accomplish with our varnish line, the incalculable value of our own pure linseed oil in manufacture, and how we keep a check on every varnish in order that the quality may always be uniform. Mr. Sims, as an authority on varnish, was able to give a very beneficial talk.



After a recess, three new varnish specialties were taken up—Missionlac, Marvelac and Amberlac. The first of these has been on the market for some months and the other two will be pushed more from now on than they have been since their introduction.

"*Lithograph Varnishes*" were briefly discussed by Mr. Wm. Bulger, Manager Linseed Oil Department, who also brought out some strong points in addition to what had already been said on the purity of our linseed oil.



The Ry., St. Ry. & Marine Proposition

FRIDAY MORNING



THE "*Marine Proposition*" was the first taken up under this head on Friday morning. Mr. E. M. Richardson, Manager Marine Sales Department, took charge of the session and gave a short, pithy talk on what we have done with our marine lines, and what we can still do. It was shown that the goods are not intricate or the trade hard to develop and opportunities for business exist that can be readily developed advantageously. Mr. Richardson told some of his early experiences in introducing our line and related several good examples of how sales were made under difficult conditions. He showed the difference between this class of business and others we go after and dwelt specifically on some of the objections and prejudices we have had to overcome. Some of our marine



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goods were taken up during the course of his talk, and he explained the strength and advantages of our line.

The convention greatly enjoyed Mr. Richardson's talk and those of the representatives who have marine trade to develop secured valuable information that will strengthen them in talking our goods.

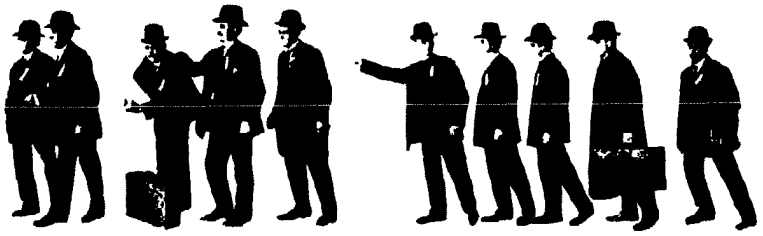
Mr. W. B. Albright, Manager Railway Sales Department, East, followed with the "*Railway Proposition.*" His talk embraced a general resume of the line and its opportunities. Mr. Albright demonstrated our great strength in this field and the high position our goods occupy. He explained that none of the representatives should feel any hesitancy in going after the railway trade, and that it was as easy to sell to this class as any other. Our line of railway goods was gone over very thoroughly also, and the men made more familiar with it.



The Hallway Leading From the Exhibit Hal to the Convention Ha . General Office Building, Cleveland

The "*Street Railway Proposition*" was presented by Mr. E. M. Williams, Manager Street Railway Sales Department. Mr. Williams went into details regarding the kind of salesmanship necessary to properly introduce this proposition; explained the competition met with, and brought out in many ways helpful suggestions and advice for those who want to make sales along this line. Some of the exhibits from our display at the Columbus convention were shown and explained, including our method of car finishing.

A recess followed Mr. Williams' talk, and during this the representatives took occasion to get together with the three speakers and ask questions pertinent to the subjects discussed. In this way additional points were made clear that will be of assistance in talking our goods.





The Large Building Proposition



FRIDAY MORNING

THIS proposition, taken up immediately after the recess Friday morning, was ably handled by Mr. A. D. Joyce, Manager Southwestern Division, who spoke on "*The Goods and Opportunities.*" He gave a short introduction to the subject, mentioned the great success Southwestern has had during the past year in getting this class of business and gave some pointers on how it was done. He then called on some of those who have been very successful in landing this trade.

Mr. L. W. Wolcott, Manager Southern Pacific Division, told how he secured a big hotel order and what he thought was the best way to get the business.

Mr. D. P. Warren, Southwestern Division, related his experiences along this line in Mexico and told how business is conducted there.

Mr. C. G. Porter, Southwestern Division, gave several instances of sales he had been successful in making under difficulties.

Mr. R. L. Graves, Southwestern Division, gave a suggestion on how a profitable business could be done with flour mills.

Mr. Joyce finished the session with an interesting list of the large buildings and public institutions Southwestern has sold. Goods suitable to push for this class of business were also discussed at some length.

Much benefit was derived from taking up this proposition and a clearer light shed on what is expected in this field and what can be done if the work is carried out along systematic lines.

Every one of our divisions has opportunities in this class of trade, and development of them means an appreciable increase in business, and the swelling of trade sales by the representatives.



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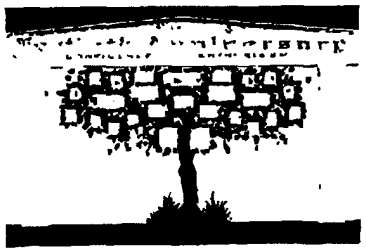


The Credit Proposition

FRIDAY MORNING



FOLLOWING the "*Large Building Proposition*," the "*Credit Proposition*" was taken up by Mr. S. P. Fenn, Secy. and Treas. This was a subject that had a strong appeal for all of the representatives, as it covered questions and matters which they are called upon to decide every day. Mr. Fenn gave a splendid, helpful talk, one that covered almost every phase of the proposition, and gave food for thought and consideration. He fully explained our stand on credits, what we will do for the agent and what we expect him to do for us: how our good business methods are of practical assistance and benefit to him, and our way of taking care of the financial problems that come up in connection with this work. Facts and figures which he read and quoted showed the splendid conditions of the past year and how well the divisions have made collections and attended to matters in this connection. A number of interesting comparative reports were read and received with much enthusiasm by the men, Mr. Fenn being heartily applauded at the conclusion of his talk.



The Tree, Typica of Our Growth, Showing Pictures of Our Plants, Offices and Warehouses

Mr. H. C. Nelson, Southwestern Division, the Top-Notcher Cashier for the past two years, was called upon for a few words during the course of Mr. Fenn's remarks and told how some collections had been made from his office.





The Advertising & Promoting Proposition

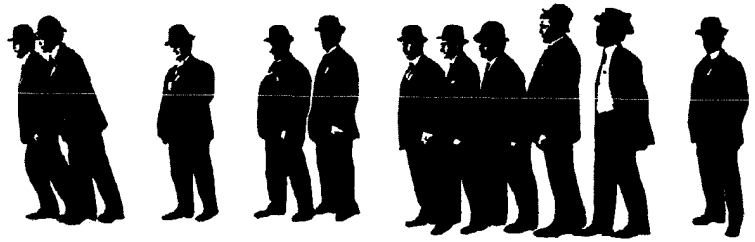
FRIDAY AFTERNOON



IT had first been planned to have a short advertising session under each of the propositions as they were taken up, in order that there might be a full amplification of every one, but it was found that, owing to the limited time at the disposal of each subject, this could not be worked out satisfactorily. Hence the "*Advertising and Promoting Proposition*," as taken up Friday afternoon, was made to cover practically all our work in this line. Mr. Smith took charge of the session and took up the subject as "*Our Advertising as a Whole*." He first explained that the advertising of the Company is divided into five classes: 1st—Given agents and dealers for their own use. 2nd—Distributed through the mail for agents and dealers. 3rd—General publicity for the entire business. 4th—Direct mail advertising to large consumers and the trade. 5th—Miscellaneous. It was under these classifications, therefore, that the work was taken up and discussed, and charts shown with the various advertising features classified and arranged on them.

Window dressing was given special prominence this year. Mr. C. E. Horton, Superintendent Art Department, giving a talk and demonstration on "*Window Dressing and Its Complete Idea*." He went into details regarding the different features that have been prepared for our agents this spring and showed how they are to be used by trimming a window before his audience, starting with the window bare and making the entire trim. It was suggested in his talk that the men should trim windows themselves when the agent could not be persuaded to do it, and this demonstration was made to show how easily the work could be done.

The magazines we publish were also presented prominently, and it was explained that this work has grown to such an extent that the services of one man are required to take



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care of it. Mr. T. B. Thrift, Editor of Magazines, was introduced by Mr. Smith and spoke briefly on the publications. He explained the peculiar functions and aims of *The S. W. P.*, THE CHAMELEON and *The Spectrum*, and asked the representatives to co-operate with him in making the magazines this year better than ever.



The Window Trim Made at the Advertising Session, Friday, Showing New Window Display Features for This Spring

The enthusiasm aroused by the thorough illustration of our advertising culminated in loud and insistent expressions of approval when the new electric signs were shown in a way that made them a fitting climax to the session.

It was a wonderful demonstration of our publicity taken all the way through, by reason of the insight it gave of our advertising and the revelations it made to some of the men who had not appreciated before how extensive this part of our work really is.

As this was the last day of the convention and only a short time remained after the advertising session, a call for speeches was made and some of those who had not spoken during the week were brought to the front.

Mr. C. C. Ballantyne, Manager Canadian District, was called first by Mr. Cottingham and spoke on "*Quality, Confidence, Enthusiasm and Success*," the four words above the speakers' platform. He gave also a promise of what Canadian Division would do in the coming year, and his talk was much enjoyed by all.

Mr. F. F. Myers, Manager Western District, followed with a few appropriate remarks. He pronounced this the best convention he had ever attended and anticipated great performances as a result of its practical suggestions and helps. "All the men seem to have grown a foot," was his happy way of expressing it.





The Convention Hall in the General Office Building, Cleveland, Showing the Charts and Displays of our Advertising Features

Mr. Alex. Sclater, Manager Pacific Coast District, spoke on the recent trial Central Pacific Division had gone through and what the strength of such an organization as ours meant at such a time.

Mr. A. Rittigstein, our agent at Oakland, Cal., told what he has been able to do with S-W. Products and how the value of our line bolsters up the agent. Mr. Rittigstein is one of our full line agents and a most enthusiastic one. His experiences were listened to with much interest by all.

Mr. G. A. Martin, Mgr. Auxiliaries Dept., had a few words for the representatives and was accorded an enthusiastic reception.

Mr. Sherwin gave a brief summary of what the convention had accomplished and the nature of our organization today as compared with that of years ago. He made an emphatic point of the character of our men and what this means to us in our future development.

Mr. Cottingham's closing speech was short and filled with good, wholesome lines of thought for the men to take away with them. He spoke of the value of having a definite aim and purpose and brought in a little account of the aims he has had from time to time as his business life developed.

Representative C. S. Wheeler, Middle West Division, moved that a vote of thanks be tendered the Company, Mr. Sherwin and Mr. Cottingham for the convention, its benefits and its pleasures. The motion was unanimously carried.

The convention then closed with the singing of "Auld Lang Syne" and the S-W. yell, given with a hearty good will.



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TWENTY-SIXTH ANNUAL CONVENTION GROUP
From a Photograph Taken in Front of the General Office Building, Cleveland, During Convention Week.

Division Leaders

FOR THE YEAR ENDING NOVEMBER 1, 1908

New S. W. P. Agents.

Southwestern—W. B. Ellis.
Middle West—D. G. Craig.
Eastern—A. D. Collins.
Canadian—H. H. Eager.
Central—I. M. Benedict.
New England—D. H. Thompson.
Central Pacific—E. E. Stannard.
Southern Pacific—G. E. Wise, Atlantic
E. A. Bradley.

New Dealers.

Middle West—D. G. Craig.
Eastern—E. S. Wallace.
Southwestern—C. E. Nunn.
New England—D. H. Thompson.
Central—H. P. Torrance.
Canadian—G. E. Boomer.
Central Pacific—W. A. Lathan.
Southern Pacific—G. E. Wise.

Other New Accounts.

Central—E. S. Blanchard.
Southwestern—F. B. Gable.
Middle West—W. H. Kane.
Canadian—C. S. Bann.
Eastern—W. H. Jarden, Jr.
New England—H. C. Joy.
Central Pacific—J. Thomson.
Southern Pacific—E. A. Bradley.

Total New Agents and New Accounts.

Middle West—D. G. Craig.
Eastern—W. H. Jarden, Jr.
New England—D. H. Thompson.

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Middle
Southw
Central
Eastern





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The Smoker

TUESDAY EVENING

FOR jolly good fellowship and a jolly good time, the smoker this year carried off the palm. It was held on Tuesday evening at the Banquet Room of the Hollenden Hotel, and was attended by almost 300 heads of departments, representatives and members of the Get-Together Club, Cleveland. Mr. E. M. Williams was chairman of the Committee on Entertainment and the affair was planned and carried out without a hitch.

The men assembled in the lobby of the hotel at 7:30 o'clock, and, after forming in line and marching around the lobby several times, proceeded to the Banquet Room. This was artistically decorated for the occasion with grotesquely carved pumpkins, fall fruits and flowers, and S-W. flags and large reproductions of the convention badge. Big platters of apples and doughnuts and pitchers of cider were conveniently placed on tables throughout the room. Pipes with sacks of tobacco were distributed at the door and a liberal supply of cigars was provided.

This year it was decided that the talent within the Company would be given a chance to enjoy the program as spectators rather than performers, and entertainment was therefore secured from the local vaudeville theatres. The following program was given and every number proved a "dandy," as everybody present heartily agreed:

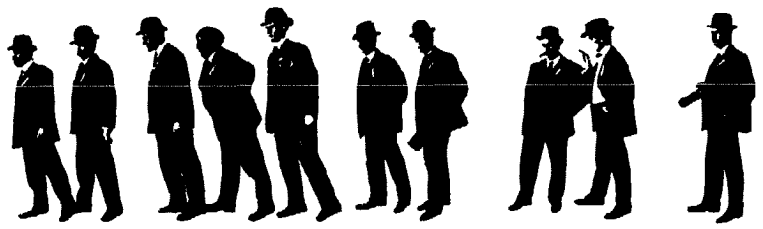


The Pipe and Tobacco Pouch

Program.

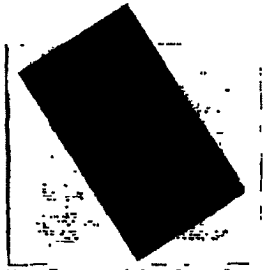
1. James Donovan, King of Ireland. Songs and Monologue.
2. O'Laughlin & Cohen, Comedy Team. Clog Dancing.
3. Fitzgerald & Gilday, Comic Singers.
4. The Pendeetons, Musicians.
5. Mdlle. Romala, Prima Donna Soprano.
6. Jeanne Ardelle and her "Picks."

Special—Representatives Douglas & King, in the famous Ten Dollar Trick.



Between the acts the representatives, who had gotten together by divisions, gave their yells until at times there was a very bedlam of noise. It was difficult to tell who was the top-notcher when each division started in to tell of its fame.

A number of new songs were introduced this year and these, together with some of the old favorites, were thrown on a screen by a stereopticon, and sung with a hearty good will during the evening. Here are several of the new ones that "took" well with the boys:



New Edition of Our Song Book

Cheer Up! Get Out and Hustle!

Tune—"Wait Till the Sun Shines, Nellie."

I

On a winter's morn, sat a man forlorn,
With a paint man, in his store.
He was shy on hope, for he sold some old dope
That made all his trade feel sore.
But the paint man knew, just what he should do
And soon made the fellow gay,
An order he took in his little book.
Then the dealer heard him say:

CHORUS.

Cheer up! Get out and hustle!
Start at once to advertise!
You'll find old Sherwin-Williams
Just your size.
Don't wait for sunny weather
If you would be wise.
It is the early birdie
Gets the prize.

II

Whatever your place in the Top-Notch race
That ended September one,
Don't sit down and wait and bemoan your sad fate,
Or wait for the shining sun,
But be ready at the drop of the hat
In the new race just begun.
Just "git up and git," with hustle and grit,
And fight till the race is won.

CHORUS.

Why Don't You Try?

Tune—"Why Don't You Try"

Did you ever meet a painter
for a quiet little chat?
As you can,
Man to man.
You have talked to him on varnish, Hardcraft Stain and things like that,
Which you know
Always go,
But you're longing to be talking Sherwin-Williams Paint, Prepared,
All the while
With a smile,
Till at last you make a start, and you open up your heart,
Something in this sort of style:

CHORUS.

You will find it very easy
To reform your old-time ways.



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Lead and oil is just a relic
Of the pre-historic days
Put your brush in Sherwin-Williams,
"Do it now," before you die.
It is very, very easy—
Why don't you try? Why don't you try?

II

Now a painter who once tries it is a friend of ours for life,
Using more,
More and more.
And he drops his little hammer, and he sheathes his little knife,
Being good,
As he should.
Soon he's longing to be talking Sherwin-Williams Paint, Prepared,
All the while,
With a smile.
Every painter man he meets, with a hearty word he greets;
Something in this sort of style:

CHORUS.

The Boys of Sherwin-Williams.

Tune—Chorus of "Yankee Doodle Boy."

We're the boys of Sherwin-Williams,
A hustling, bustling bunch are we,
Taking orders for S. W. P.
Cinches for you and for me.
We travel over all creation,
Home, Sweet Home, where'er we go.
Paints are dandy, boys are sandy! Gee! but we're the candy.
Stand back—We need the room to grow.

Waiting in the Keg.

Tune—Chorus of "Waiting at the Church."

There it is waiting in the keg.
Waiting in the keg,
Waiting in the keg.
Poor old white lead got to stand and beg—
Beg folks to come and choose it.
In the good old Sherwin-Williams days
Everybody says
White lead never pays;
So full of flaws, in spite of pure food laws,
No one——will use it.

The smoker concluded at a late hour, but the men gathered in little groups in the lobby of the hotel, still reluctant to leave the atmosphere of good fellowship and Sherwin-Williams cheer.

Between Puffs

Who solved that intricate problem, "What's the name of the engineer?"

"On the dear old farm, on the dear old farm."

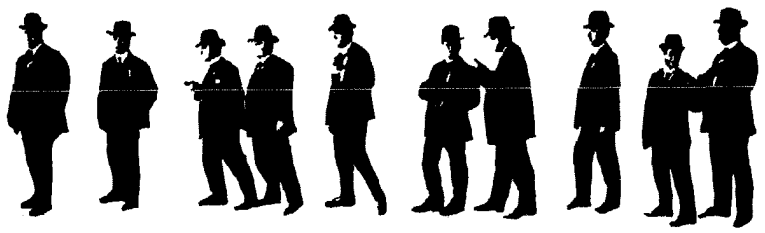
The Ten Dollar Trick was worked very smoothly, but get Mr. King to tell how the rehearsal went off.

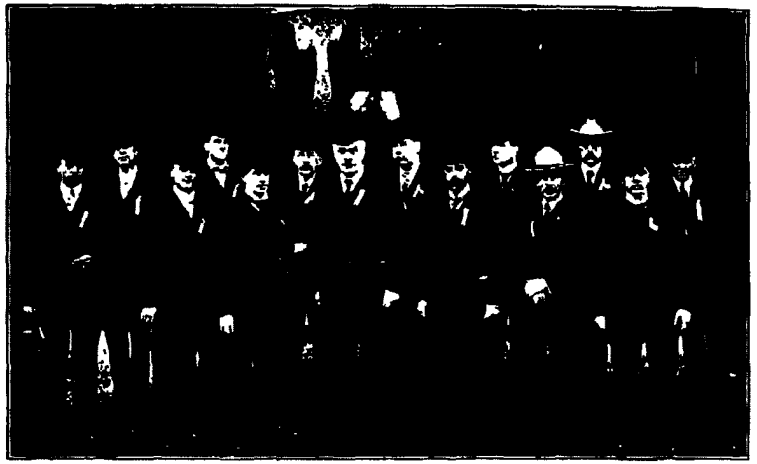
Top-Notcher Southwestern was well supplied with clever yells and songs announcing their victory. Here are two of them:

Tune—Chorus of "Tammany."

A. D. Joyce. A. D. Joyce.
He's the big man of Southwest
And of all the very best.
A. D Joyce. A D. Joyce.
A. D., A. D., A. D., A. D.,
A. D. Joyce.

Hop Scotch
K. C.
Top-Notch
WE.





Group of Central Pacific and Southern Pacific Division Representatives

The apples, doughnuts and cider disappeared as if by magic, but the supply seemed inexhaustible.

The smoker seemed more like a gathering of college men than the employees of a big business concern. There was a spirit of fraternity manifest that suggested nothing so much as a crowd of care-free college boys together, giving their class yells and filled with enthusiasm for their alma mater. Few companies have such a spirit among their men. It is truly remarkable.

Eastern Division had a new yell that was great for noise:

Who are we? Who are we?
Eastern Division
S. W. P.
Are we in it?
I should smile.
We've been in it
For quite a while.

Mr. Walbrook was not provided with a yell for his colleagues, but the deficiency was quickly made up. The following was composed on the spur of the moment:

B—E—R G—E—R
Berger's Paint goes very far.



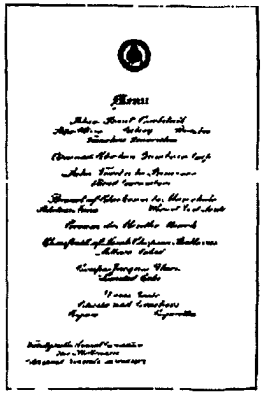
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The Banquet

FRIDAY EVENING

AS a fitting climax, to the best convention we have ever held, came the banquet on Friday evening. It was an occasion of fraternal good will, hearty fellowship, infectious enthusiasm and sincere sentiment. It brought to a close the Fortieth Anniversary of the Company and was an event long to be remembered. There was nothing of formality about it. All those present were members of a great family and brothers. They were gathered there to fittingly commemorate the close of a profitable and pleasurable week and every man was imbued through and through with the S-W. spirit of loyalty and earnestness.



Banquet Menu Card.

Beautifully appointed tables, seating ten and twelve, were closely arranged in the Banquet Room of the Hollenden Hotel, with a long table for heads of departments at one side of the room, and a speakers' table, slightly elevated above the others. The decorations were artistically and charmingly arranged and a profusion of flowers completed a fit setting for the occasion.

Two hundred and seventy-five were present, including officers, managers, heads of departments, representatives, and members of the Get Together and Foremen's Clubs. It was a gathering that represented every State of the Union, much of Canada and even England.

Many ladies were seated in the parlors adjoining the room and occupied the balcony



above, giving an added charm to the scene.

The following menu was served:

MENU

Blue Point Cocktail
Ripe Olives Celery Radishes
Tomatoes Francillon
Strained Chicken Gumbo in Cup
Lake Trout a la Princesse
Sliced Cucumbers
Breast of Chicken a la Marechale
Potatoes Anna Hericot Vert-Sante
Cream de Menthe Punch
Chaufroid of Lamb Chopsen Hellevue
Lettuce Salad
Coupes Jacques Glace
Assorted Cake
Demi Tasse
Cheese and Crackers
Cigars Cigarettes

The Sherwin-Williams Idea
or Code of Principles.

EFFICIENCY.

Make the most of the business
by making the most of yourself.

1. To win on our merits.
2. To be the best and largest concern of the kind in the world.
3. To be broad and liberal as well as aggressive in our policy and methods.
4. To take a pride in our institution.
5. To be loyal to the Company and to each other.
6. To foster good fellowship among ourselves, and to take pleasure as well as profit out of our work.
7. To constantly strive for the improvement and advancement of the business and ourselves.
8. To be considerate, polite and courteous in all our dealings within and without the Company.
9. To be high toned in everything, everywhere.
10. To grow in knowledge and character as well as size.

Merit begets confidence,
Confidence begets enthusiasm,
Enthusiasm conquers the world.

This is the Code of Principles presented and expounded by Mr. Cottingham at the banquet Friday evening. He embraced the opportunity at that time to present to the representatives—and especially the new men—a comprehensive statement of our high aims and purposes. The Code was adopted by the Convention later in the evening and is given here that all employees of the Company may learn to know it. It is suggested that prominence be given it at all our offices and plants.



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At the conclusion of the courses, Mr. Cottingham, who presided as Toastmaster, proposed toasts to President Roosevelt and King Edward. These were given standing and with the most kindly manifestation of international brotherhood.

Mr. Cottingham.

Mr. Cottingham gave a little introductory talk, dwelling delightfully on the S-W. Spirit and what it means to every man in the Company. He had prepared a little Code of Principles that summed up the Sherwin-Williams Idea in a comprehensive way, and read and dilated on these. Ten points were brought out, as noted on the preceding page.

Mr. Sherwin was then introduced. He was greeted with a salute of waving handkerchiefs and round after round of applause.

Mr. Sherwin.

I am sincerely thankful to the Giver of all good that I have lived to see this 40th Anniversary of the founding of our business, and I am thankful that a large number of those who have been associated with me for many years are also here to enjoy the occasion.

Inasmuch as the founding of our Company and my own connection with it are contemporaneous, I realize how few men have such a privilege, for it is well known that *only* a small *percentage* of business organizations are permanently successful or grow as this has in 40 years.

If there ever was a time when I could be excused for some personal reminiscences this is the one, so I ask your indulgence while I refer particularly to my own relation to the beginning of this business.

About the first of July, 1866, I found it for my interest to sever my connection with the firm I had been a member of for a few years and look up a new job. Just at that time some personal business in the East required *my attention for* a few days, and on my return, before I had time to look about for myself, there were three offers open to me. Any one of them would be regarded as desirable for one of my age and in my circumstances. The one offering the least remuneration at the first, but that which I felt would be most congenial and offer the greatest opportunity in the end was the paint business. It required but two or three days' investigation for me to decide to take this up as my permanent work.

I could not foresee the future possibilities as they later developed, but I was eager to take hold of the problem and if possible work it out. It was entirely new to me, and I had much to learn and must learn it quickly.

The only capital I had to start with was:

1st—Fairly good health.

2nd—The elements often found in boys born and brought up in the country: the inheritance one gets from poor, but honest and industrious parents—something which I am sure now was more valuable to me than much money.

3rd—*Ambition*, without which few can accomplish much.

4th—A few years' experience, where I had secured a practical training in office work and general business methods.

5th—Two thousand dollars cash in a savings bank.

These were all the personal assets which I brought to the business.

I had for an active partner an excellent man but without some of the qualifications I possessed, and we had an inactive partner who simply furnished about all the money we required.





Group of Centra D v sion Reoresentatives.

From the very first I felt that I was beginning my life work, and I kept in mind the motto "What is worth doing is worth doing well." I immediately got so busy I had no need of the motto, "Do It Now."

I began by establishing a thorough office system. Then in order to learn all I could about the goods we handled, and at the same time systematize the care and arrangement of them, I put on old clothes and worked like a porter. I opened packages and examined their contents, found what they were for and how used, compared qualities, and evenings studied all the books and catalogues I could find which in any way referred to these materials. While doing these things I was training our employees in system, good order and cleanliness everywhere about the establishment.

I have no doubt I often made myself disliked by those about me for being so exacting in these little matters, yet I think they respected my motives. I never could endure disorder in office, warehouses and factory. I could not do my own office work with any comfort or dispatch when my desk and papers were disorderly. I have always believed a fine sense of order prevents mistakes, saves time, pleases patrons, is real economy and of inestimable value to any business.

It may be unnecessary for me to tell you I soon became the practical manager of all departments of the business.

Forty years is a long time to remember every day affairs, and I cannot tell when and how little by little there grew to be foundation principles, but I am quite sure they began to be formed in those early years.

It was always my endeavor to do everything I could to establish a good reputation by giving good measure and good quality; to avoid every trick that would save a penny at the expense of the other fellow.

In some of these things I may have gone too far. I think I had the reputation of being too particular. To illustrate this I will mention one instance. I sent out a



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new salesman who had no previous knowledge of the goods, giving him a territory where we were then unknown. Soon after he began he sent in an order for a certain expensive color at a price very much less than the cost, indicating it was a rank error. I have no doubt the ordinary way of procedure under those circumstances would have been to write both customer and salesman, endeavoring to arrange the matter to save a loss, but I wanted to show the customer the integrity of the firm he was buying of and how we backed up our representatives, so I filled the order as it was written.

Forty years ago commercial travelers were not as plentiful as they have been later, and men of anything like the ability of those we now have were few and far between

Almost the first one we started out was Mr. Wm. H. Glover, a young man who had been a soldier in the Civil War—a total stranger without much to recommend him except his ambition and a fair address, but he proved a great success. He seemed to have the natural ability to make friends and favorably impress buyers: such a man as in these times would be a sure top-notcher.

Though the steadily increasing business required the addition of other salesmen, Mr. Glover became so important a factor he was given an interest in the firm as junior partner. This seemed too much for him, overwork upset his reason, and though we gave him long vacations with the ablest medical treatment, he became hopelessly insane and died in an asylum several years later.

I have related this incident both as a bit of early history and a possible lesson to those who overtax themselves.

In 1869 we erected linseed oil works in this city, and my partners were giving that branch of the business their personal attention, which left me without able assistance in the paint business, so I proposed a dissolution and a division of the business. This was agreed to and I relinquished all my interest in the Linseed Oil Department and they in the Paint Department. At the same time I looked about for new partners to help me carry the load which I had assumed. This resulted in forming a new partnership in January, 1870, with Mr. E. P. Williams and Mr A. T. Osborn. Mr. Williams brought to the business the ability, energy and support which was required when we were growing so fast. Mr. Osborn had previously been our head accountant. Two years later my good friend, Mr. S. P. Fenn, joined the force, and it is now one of my great pleasures that he is still one of us veterans.

Anything like a historical sketch from that time on to the present would be too statistical for this occasion and would practically be a repetition of that which has been published or is on record and accessible to any one interested. In substance it would be a history of steady growth and expansion.

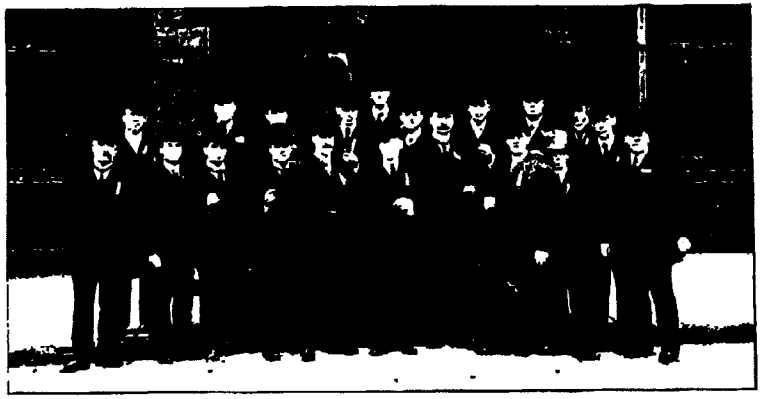
However, there are some things connected with the business in these forty years which seldom get into print, and which are not well known to the present generation yet have a very important bearing on the business as it is today. I take this opportunity to refer to some of them.

The history of prepared paint as a marketable article is almost contemporary with this period we celebrate. It was about the year 1866 when Mr. D. R. Averill of Newburgh (a suburb then, now and long since a busy part of this city) *invented*—so he termed it—a liquid paint which did not settle in the package. To accomplish this he made use of a formula which simply could not produce a reputable paint. Averill thought he had made a great discovery and that a fortune was in his grasp.

He certainly was a pioneer in a great industry, but his line of procedure was not wisely chosen, so he and those associated with him never realized their ambition.

EFFICIENCY

Make the most of the business by making the most of yourself.



Group of Canadian Division Representatives.

His hope was to monopolize the business through his patents—something that any sane chemist or mechanic knows could not be done.

Though I had no confidence in Averill's undertaking, I was on friendly terms with him and one day he invited me with two other men out to his little factory to witness his process, in order that he might be prepared for legal fights over the patents.

As little as I knew then about making paint, after seeing what materials he used I came away content to vigorously oppose "patent paint," as all liquid paint was called after that for many years. Averill soon had many imitators, and unfortunately for those who came after with better goods, they imitated him too closely. Thus there came to be a well founded prejudice against prepared paints.

But the way had been opened to fill a long felt want, and gradually the larger and older manufacturers began to turn out liquid paint, improving the quality enough to make it sell but not enough to remove existing prejudice.

With this handicap before us, we gave up our opposition to prepared paints and put all our energy into experiments, to see if we could make a really good paint in liquid form.

I need not tell you the result. S.W.P. was soon put on the market as the best paint that had ever been made. This claim has had abundant proof for over a quarter of a century, and I suppose you all know that today Sherwin-Williams Paint is the widest known, the best liked, and by far the most largely distributed of any in the world.

Forty years ago carriage painters were obliged to obtain the raw materials from which their paints were made, (coarse, crude and imperfect compared with those now known). They had to prepare them by hand, by great labor and imperfect appliances, then depend upon luck for results. They did not complain, for they knew of no other way until a paint salesman suggested to his employer the idea of grinding coach colors impalpably fine by power in a suitable binding japan, and so offering them to the carriage trade ready for use, by thinning only to a proper consistency.

Most of you can easily imagine the difficulty in introducing to the craft an article so entirely new, but we must do that manufacturer the justice to say the goods were well made and would do what was claimed for them, so that their introduction was quite rapid and successful.

This led two or three other manufacturers to begin making the goods, but in each case something was wrong in either methods or materials or both, so they cut no figure in the trade and the business was practically a monopoly for a few years

As these goods seemed destined to be a staple article in the paint trade, and as we did not relish buying them of a competitor, we ventured to try and see if we could make them successfully ourselves. Of all the difficulties encountered, the worries and disappointments attending the effort before we

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were entirely successful, no one but the subscriber lives to tell the tale. But by perseverance we finally won out completely.

We made the goods all *right*, there were none better, but our Company was not so well known as later and it took the best that was in us of selling and advertising ability to bring our colors to the front and keep them there

This story of our beginning the manufacture of carriage goods would be comparatively tame if I did not tell you that the profit from it resulting to this Company was indirect and largely in developing two things: *First*, the invention of a type of mills so much superior to any others known that we have not been able to make more than minor improvements in them since. *Second*, the beginning and development of a style of advertising that made us as widely and favorably known as we dared spend money for.

There is one more important paint development within these forty years which I wish to refer to. It is the manufacture and sale of paints particularly adapted to railroad uses.

Of course the enormous increase in railroad and car construction has made a large business possible, but there was a time less than forty years ago when railroads did not buy prepared paints and there had to be a beginning just as there was in the other lines.

There seemed to be less encouragement in starting this department than any other. When I mapped out a plan I could not get any encouragement from those about me, but I was so sure there was a large possibility in it -and as no one actually opposed the trial—I devoted a large share of my own time and attention to it.

We began by making a quality of paint for freight cars such as had not been known. My idea was that railway officials would be willing to pay a high price for high grade goods. We secured a salesman who got that idea well in his mind and held on to it. Of course, it was hard work, but we succeeded and were the first manufacturers to introduce and sell railroads and car builders a high grade of prepared paints and colors.

It did not take long to prove that this was to be a very important department.

More than a score of years has passed since that effort began and the newness has long worn off. We have had plenty of competition but we still hold our own as leaders in that line on this continent.

After our manufacturing was well under way and the nearby territories well covered, we began to come into competition with the older concerns in the larger cities. This did not check our efforts for further extension, but on the contrary it served as a tonic, arousing our ambition to catch up and get ahead of the older houses. I think all associated with me felt this new energy, which has never left us. To me, the whole thing became like a game or contest in which I took the keenest pleasure. Fortunately, our primary aim was not immediate profits, but to get the business. Thus we kept pushing, so that it has been several years that we could claim without question or dispute that we were the largest in the world, and our earlier ambitions fully realized.

I take great pleasure in dividing all the honors and in making due acknowledgment of the ability and co-operation of my associates. Most of those who were with me in the earlier years when the struggle most



Southwestern Division Representatives and Their "Mascot"

tried our nerves, are gone never to return. What an unspeakable pleasure it would be to have them see us now. Others are still with us, and I am sure they join with me in the pride and pleasure we have a right to feel when we see what has been done in forty years.

For the most part my remarks have been about events *long* past. What shall I say of the later and the greater years of our growth, those years of marvelous expansion of which I have been but little more than a willing witness. All honor then, and all credit must be given to those who have taken up the active management, especially to our present Vice President, Mr. Cottingham.

We live in the days of large affairs, and while principles never change, methods do, and great opportunities open to those who have the ability to see and grasp them. The chances for honor and reward are greater than ever. Our office boys and apprentices have just as fair a chance to come to the front as the older men had when they were boys. We are often too exclusively mindful of the past and present. Not optimistic enough, perhaps

I cannot imagine what the future of our business will be, but I expect it to develop in the future as it has in the past. Therefore, great things are in store for you who are physically and mentally able to handle them.

Mr. Clark.

The Hon. John H. Clark, prominent in public life in Cleveland and throughout the country and attorney for the Company, followed Mr. Sherwin. He related some of the humorous incidents connected with his early political life, drawing a conclusion from these for the benefit of the representatives in their struggles under adverse conditions. He brought in a little explanation of his relations with the Company and how close he felt in kinship to everyone in our family circle. He spoke in laudatory terms of our organization, how it develops the best in us and prepares every man for the greater opportunities and future successes. The size, scope and influence of the Company was shown by Mr. Clark in his explanation of some of our legal business with foreign countries. In closing he wished one and all the greatest measure of success and gave assurance that none need ever fear that the Company would be other than fair and just at all times.

Mr. Clark's speech was particularly good throughout, and we greatly regret that we are not able to reprint it here as delivered.

Before introducing Mr. A. R. Walbrook, the Toastmaster read the following letter from Mr. Walbrook's colleagues in London:

Dear Mr. Cottingham:

We feel we should be lacking in our sense of the high honor which has fallen to the lot of our colleague, Mr. A. R. Walbrook, were we to allow him to come amongst you—our colleagues on the other side—without addressing to you a line expressive of our appreciation of our first "Top-Notcher."

"Allow us to say we feel that the honor has fallen upon the man who best deserved it. Mr. A. R. Walbrook ranks so high in our estimation as a gentleman, as a man of honor and high sterling character, coupled with business qualities of no mean order, that coming before you representing our selling force we are proud of him, and we have confidence in knowing that you on that side, the more you know of him, the prouder you will be of him—you will receive him as a colleague worthy of taking his place in the honored ranks of "Top-Notchers."

For ourselves we desire Mr. Walbrook to convey to you our hearty fraternal greetings and trust that ere long we may possibly have the pleasure of receiving amongst us one of you from your side so that there may be fostered a feeling of comradeship which shall still more fully unite us in the one object so dear to us all—the continued upbuilding and strengthening of this great organization of which we form a part.

Yours fraternally with hearty greeting,
The Outside Staff of
LEWIS BERGER & SONS, Limited.

Mr. Cottingham then spoke of the pleasure it gave him to have the Top-

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Notcher of our English business with us, and the added pleasure in reading such a letter from his colleagues.

Mr. Walbrook was given a hearty reception by his American colleagues when he arose.

Mr. Walbrook.

Words almost fail me to express to you my feelings at this, one of the proudest moments of my life. The kindly way your Vice President has spoken of me, the praise of my colleagues on the other side, contained in the letter just read to you by Mr. Cottingham, coupled with your very kind reception of me and your friendly feelings during this week, make it difficult to find language to tell you what I feel. You, *gentlemen*, have taken me to your hearts and made me feel happy and at home with you. I am proud to be one of the members of this mighty organization, built up by you and your leaders in the last 40 years from such small beginnings as described to you by Mr Sherwin.



Mr A R Walbrook, Top-Notcher Eng'ish Representative

Gentlemen, you are happy in your leaders. Many thoughts have passed through my mind this week, while listening amazed at the wonderful way you have organized this great business.

I am struck by the character of your leaders. By their strong, forceful methods, their high ideals, by the honesty and integrity of their business aims, and by their treatment of you, gentlemen, and every one in their employ. Their consideration, their sympathy, their methods of backing up and helping each one of you fill me with admiration. I do not wonder that you love and reverence your President and Vice President.

We, in England, are sometimes told that American houses have no souls, that they have no consideration for their employees. I can give the lie direct to such a statement, as far as the Sherwin-Williams Co. is concerned.

You will be pleased to know that just as you look up to your leaders, so do we look up to ours on the other side. Most of you met our genial Managing Director, Mr. Garson, and his charming wife, at Montreal last year. Just as you love your President and Vice President, so do we across the water love Mr. Garson. We look up to him as a fine type of the upright English gentleman, full of kindness and sympathy for his representatives and always ready to help and back us up.

But other leaders, Mr. Kelson, Mr. Sieplein and Mr. Schofield, you all know. They are some of the hardest workers I know and with such leaders we intend to go far.

I notice on your "Cover the Earth" design you have left a few spots vacant. We intend to cover those with The S-W. Products made by Berger. From our position in London you will hear of us in Europe, Africa, and across Asia until we meet you on the Pacific. Can you wonder, gentlemen, that with such a combination, you on this side and we on the other side, that I can see almost limitless possibilities for the S-W. policy?

We in England look for great things from this combination. One thing above all else that pleases me is your motto, "Nothing but the Best" Good goods honestly made and honestly sold. We are not asked to participate in anything crooked: everything is straight and above board. There is nothing in your policy that the most righteous man can take exception to. This, gentlemen, is a tremendous source of strength to each one of us. You will, I am sure, go forth from this convention full of courage, full of determination to make good, as you say. I can tell you that I am more enthusiastic than ever over the S-W. proposition, and I hope to carry over to my colleagues on the other side some good idea of the strength and honest methods of this mighty organization

Of my colleagues, gentlemen, I should like to tell you We have as fine a lot of boys over there as you could wish to meet, and I only wish that they were all here with me now. They are a lot of good, honest workers whom I know will help me develop

the wonderful future opening up to us over there.

Now that we better understand your methods and high aims, we welcome this alliance of the largest paint and varnish house in the world with the oldest in the world. Such a combination is all-powerful, gentlemen, and together we will carry our banner into all the countries of the earth.

I have one regret—it is that I did not come to America 20 years ago and help to build up this wonderful business. I am not discouraged, however, for I can see the wonderful possibilities opening up to us on the other side. Though I have this one regret, I have also one strong determination. It is that, in this great development we shall see in the near future, I intend, gentlemen, to be one of the dominant factors.

Just a few more personal remarks before I sit down. Never in my life has my heart gone out to any body of men as it has to you. I thank you sincerely on my own behalf and on behalf of my colleagues for the great reception and the kindly treatment you have given me. I sincerely hope it will not be long before we are able to welcome you in England, and try to repay some of the many kindnesses you have shown to me. I can promise you a right hearty British welcome. May you all be long spared to carry the S-W. banner and to prove to the world that The Sherwin-Williams methods are clean, honest and good.

Gentlemen, I thank you for the kindly way you have listened to me.

Mr. E. M. Williams was the next speaker introduced. His toast was a splendid one and had much in it of interest to the men.

Mr. Williams.

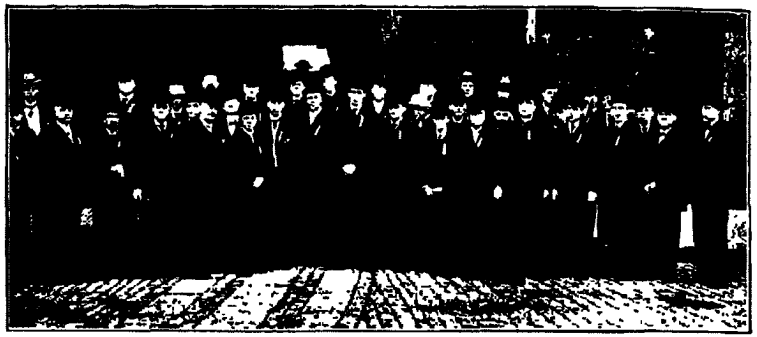
We are closing tonight the 26th Annual Convention of The Sherwin-Williams Co. Our meeting has been especially noteworthy because it has celebrated the 40th Anniversary of the founding of this Company. Forty years! Not a long time, measured by the steps in man's progress and development from primeval conditions to the highly organized state of present day civilization, yet considered in the light of their eventful character and the progress made by the world during that period, full of importance Consider for a moment their meaning.

In 1866, the year this business was started, Lincoln's death was still fresh in people's minds Our country had emerged from its military trial only to meet the almost as severe political trials of the reconstruction period. The mistakes were being made which necessarily delayed the healing of wounds and the bringing together of broth-



Group of New England Division Representatives

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Group of Middle West Division Representatives

ers North and South whom an unavoidable strife had for the time separated. France was under that emperor who had just been foiled in an attempt to establish an empire on this continent, under the ill-fated Maximilian. William the First of Germany had not yet fought the compaigns of 1871 which finally enabled him to weld together the numerous German states under the leadership of Prussia. On our Northern boundary, the Canadian people were not as yet united in that bond which now as the Dominion of Canada has made them the foremost country tied by a bond of sentiment and loyalty to a mother country. That parent is the greatest empire the world has ever known, dwarfing the greatness of Rome and exceeding the dreams of Alexander, uplifting and making better the peoples over whom it has extended its benign influence. England herself did not have the widely extended suffrage which obtains today and compels her ministry to heed and enforce the wishes of her people and puts her alone with the United States in matters of orderly self-government and freedom.

In 1866 the steam railroad had come but could be said to be in its infancy The water courses, our rivers and lakes, still furnished the most dependable means of transportation. The buffalos in herds of countless numbers crossed the Western plains, where hostile Indians still strove futilely to arrest the irresistable encroachment of a superior race. There was no telephone, no electric light and no trolley car.

So, though 40 years is not a long time, may we not say, and say truly, that an organization which has witnessed the changes and the progress of the four decades has indeed a history.

I am profoundly impressed with the value of a history, of our history to us. I would like to force this conviction home to each one of you, and further have you leave here with a strong sense of the obligation laid on each of us by the fact that we are making the history for those who come after us.

In this connection please recognize that history in the modern sense traces the relation between cause and effect Properly studied, it indicates why present development and event are the result of occurences and happenings of the past. This is where it differs from chronology, which is a mere record in order of time of events of the past. If this is true we are what we are because of what those before us did and were. In the same way, those who come after us are sure to be influenced by conditions due in a large measure to what *we do* and what *we are*. We cannot any one of us avoid the responsibility this involves. What the nations of the present leave as a heritage to future generations can but be the sum of what we realize and accomplish as individuals.

What a wonderful thing is a country's history! From what other source can come such an incentive to patriotism, loyalty and devotion! Whence arises our national pride, if not from the sense of what the lives and deeds of our illustrious men have accomplished for us! I say *lives* and *deeds*, because it is what men *are* as well as what they *do* that makes them great.

George Washington won for us our independence. Alexander Hamilton — to my mind the greatest constructive statesmen this country has produced--more than any one else made possible the convention that made a nation of a loosely tied together group of jealous states. Lincoln preserved for us our national unity. Great were the things they accomplished. Yet, as Roosevelt has so well said, the nation's debt to these men is not confined to what it owes them for its material well-being; beyond this is the fact that every American is richer by their noble deeds and noble words Now those men were able to do what they did and be what they were because they represented what was best of their times among their countrymen. They were able to do good because their people wanted good done.

In the same way the leaders of our day can accomplish good not much beyond what we are willing they should. We must appreciate then that we of the present by holding up the hands of our Roosevelts, our Tafts, our Folks and others who are fighting evil and wrong and courageously working for the good and honor of the country are contributing to the continuance of our honorable history And this continuance is necessary if our children and children's children are to put their country next to their God in their hearts, and carry it to a still higher plane of civilization, culture and good

Now, I have led your minds along this channel because I think we may fairly draw a parallel in our own organization.

We have no Washington or Hamilton, but we have a Sherwin and a Williams, and thank God one of them is still with us Mr Sherwin, no American has greater love for the father of his country than have those of us here, who have been privileged to know you, for the father of The Sherwin-Williams Company.

The same may be said of him who for so many years labored at your side. I remember some five or six years ago when the air was full of trusts, consolidations and great combinations, that I asked him if it was not possible we could to advantage go into a great paint trust He turned on me almost savagely in his impatience, remarking, "Young man, do you think we could go into a thing like that which might jeopardize our ability to do what is right for the boys who have been so loyal to us all these years?" That, gentlemen, shows the spirit of the heads of this company. They, too, indeed, require loyal service *of you*, but their loyalty *to you* is just as great as yours can be to them.

We may not have a Roosevelt, but we have a Cottingham, one just as surely a born leader of men as the other, just as surely working for the right and just as certainly having at heart the welfare of his fellowmen who are deserving, and with just as little sympathy for the lazy, and dishonest and the undeserving.

How rich is the record of early days to those who remember them. Our first convention was at Little Mountain, thirty miles from here. The salesman's roster, if it had been printed, would have numbered seven. Clarence and Jim Hanna, Page, Eb Lewis, Judge Ballard, David Fisher and Charlie Wheeler.

Eb. Lewis—Can we forget his capsule talks; Jack Thurber, respected as many, loved as but few have been; Hogarth, an irresistable leader; Whedon, loyal and steadfast in the days of desertion; Geo. Ford, the originator of the "Cover the Earth" design, but to be remembered more by the respect and deep affection drawn out from every one with whom he came in contact E. A Wood, the silver-tongued orator and toastmaster of former banquets. Charlie Pratt, who laid the foundation for our great business with manufacturing interests of all kinds, Frank Harris, loyal to the last, Lou Webber, who realizing that he must soon be taken away, said, "I regret that I cannot live and have my faculties to help and watch the old S-W Co grow. Whatever you do Wheeler, stick to and be loyal to The S-W Co. It will always be an honor and a pleasure to represent them." Jim Beardslee, who is, as Mr. Sherwin said in Montreal last year, the best paint man on earth.

Thank God, a large number of the makers of our history, the winners of our hearts, are still with us. I have named some. I cannot name all like Al Schafer, Harry Sheldon, dear old Frank Hare, who drives shingle nails on a Maine log and all those veterans, men and women, whom we were so glad to honor yesterday

Like our great Americans, so our great Sherwin Williams men are building for us a history and tradition which makes our hearts thrill with pride; which, if there is any good in us, must cause us to strive to emulate them: which, when we consider their lives and their deeds, must ever make us more courageous to hold steadfast to the rock on which they have builded, the rock of quality, of

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honest goods, honest representation, honest and fair treatment of all with whom our business brings us into relations.

Make no mistake as to the nature of their success. Real success was with them, as it must be with us, not what we achieve for ourselves, but how much service we render our fellows. Who would be an Alexander if he could be a Washington, or a Napoleon if he could be a Grant or a Robert E. Lee?

Make for success. Let that success be free from taint of selfishness. On the contrary, let it be measured by your service to your fellows. So live that the world or some of those in it may be better because you have been here. Finally, let it be that when you lay down life's work it may be written, "We loved that man."

In such a gathering as this, made up so largely of the men on the road, it was appropriate that one of the old representatives, in point of service, should have a few words to say, and Mr. A. W. Ballard, who has seen 26 years of service with the Company, was called on by Mr. Cottingham. "Judge" Ballard, as he is popularly known, was greeted with a storm of enthusiastic applause.

Mr. Ballard.

Comrades indeed we are, standing shoulder to shoulder in the great battle for supremacy in our business; fighting daily our battles under the banner of the great company whose name is one to conjure with all over this broad land—The Sherwin-Williams Company.

It is a pleasure to me to stand before you tonight and to feebly voice my sentiments in behalf of the traveling representatives who are integral parts of this grand old army.

Mr. Toastmaster, as I have from day to day at our Convention, and as I tonight, look into the faces of these soldierly comrades of mine, battling under the Sherwin-Williams flag, I feel that they need no encomium from me. The determination to do or die which I see on each countenance, the bare fact that they are here as soldiers enlisted under this banner, meeting from year to year to enjoy the unbounded hospitality of this great company, is to my mind evidence that each man knows and will do his whole duty.

Surely, no army ever went forth under more able commanders; surely, no army was ever more fully equipped and organized to do battle than are these comrades of mine.

I trust, sir, that when the roll call for 1907 is sounded, every man now here will then be able to respond—"here"—and well accounted for.

You will pardon an old man if on such an occasion as this he becomes reminiscent A flood of memories overwhelms me as I look backward tonight over the years that have gone by since it was my high privilege to enlist in this Sherwin-Williams army, which was then a mere "corporal's guard," with Henry A. Sherwin, Edward Porter Williams, John F. Weare, S. P. Fenn and W. H. Hogarth as officers, and David Fisher, E. E. Lewis, Clarence and Jim Hanna, C. S. Wheeler and myself as privates.

I well remember the first time I met with them in a gathering which was more of a pleasure trip than a busines convention; but, sir, the same spirit of determination to win, the same spirit of loyalty to the firm—which then was not an incorporated company—prevailed and dominated each man.

I believe, sir, that the seeds of loyalty, devotion to employers and confidence in the goods, which have since borne such abundant fruit, were then and there sown in our breasts ever to remain while life itself shall last

Mr. Toastmaster, I can but feel that the protecting eye of a kind Providence has ever watched over the traveling representatives of this Company. So far as my memory serves me but one man of this army has ever been injured in a railway wreck.

One who tonight is here with us was most miraculously saved from death at the burning of the steamer Champlain, but as far as disasters by land or sea are concerned, our ranks have been unbroken. While this is a matter of great gratification, Mr. Toastmaster, and while we are happy to be privileged to meet from year to year these comrades, who, by many a hard-fought battle, have become endeared to each other by love which I had almost said "passeth the love of woman," our hearts are saddened as we miss from our ranks some familiar, beloved faces.

Gone to the great beyond is the genial, lovable John F. Weare; God rest his soul. Gone from our sight but to our memory ever dear, is our late Vice President, Edward Porter Williams. The snows of several winters have whitened his grave but the memory of his kind words and good deeds will ever remain to those of us who knew him, as an incense sweet. No man knew a better friend than was he. Gone are our old comrades, Cornell, LouWebber, Jack Thurber, E. E. Lewis, and Frank C. Harris; each of them good men and true. Would that they might have been spared to witness the mighty growth of this great Company and army of earnest men.

Who shall say that tonight that they are not with us in spirit, though gone from our sight? Peace to their ashes and a tear to their memory.

Thank Heaven, our dear Mr. H. A. Sherwin is still spared to us; long may he live to enjoy the fruits of the arduous labor of years gone by.

Thank Heaven that the mantle of our late Vice President has fallen upon such capable shoulders as those of Mr. Walter H. Cottingham. Thank Heaven that our official ranks are with the one exception unbroken, and that a host of good men and true are yet with us to uphold this broad Sherwin-Williams banner until its folds shall be kissed by the breezes of every civilized country on the face of God's green earth.

Comrades, officers, and every one connected with this great Company, I thank you most heartily for the uniform courtesy you have ever extended to me.

May this Company ever be at the head of all competitors, alone, invincible, and may we all be spared to meet these many years in these enjoyable, instructive conventions.

Rev. Sutphen.

The Rev. Paul F. Sutphen, who followed, spoke of the appeal the Company made to him in a fraternal way and the aims and principles of our organization. He compared our battles under the S-W. banner with the great battles of other times, and said he believed that while this was generally considered a materialistic, commercial age that he did not hold such a view of it, and the high ideals and worthy objects of our organization only strengthened him in his belief that it was not. Our keynote, "Efficiency—Make the most of the business by making the most of yourself," was also dwelt upon by Rev. Sutphen.

Mr. Cottingham closed with a few appropriate and helpful remarks. He asked that the men never fail to remember no matter where they may be that they are representatives as well as salesmen and that they represent the Company and its policy at all times. He suggested that they ever bear in mind the Code of Principles as he had outlined them in his introductory talk and try to live up to each one of the ten.

Upon the motion of Mr. W. B.



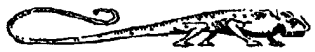
Group of Eastern Division Representatives

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Albright, the adoption of these ten articles, prepared by Mr. Cottingham as the Code of Principles of the Company and an amplification of the Sherwin-Williams Idea, was presented and unanimously carried.

The evening was enlivened at times by the S-W. yell and the various division yells. S-W. songs were interspersed with the speeches made, and the Ionic Quartette rendered several special vocal numbers that were appreciated.

The banquet and the 26th Annual Convention and the Fortieth Anniversary of the Company closed with the singing of "America" and "God Save the King," everybody standing, after which "Auld Lang Syne" was softly sung as the party broke up.



Representatives Who Reached Their Estimates.

Central Division

H M. Kipp.
F Burke.
L. M DuCommun
I M Benedict.
D E. Fisher.
G M Hackett
C. Z Martin.
R. Baker.
H C Jacobus.
F D Spencer.
W. B Wise.
H C Waie
J. O Hasson.
H E. Billau

Middle West Division.

R F Cluxton.
D. G Craig.
I. W Ward.
O Mannerud
J P Coleman.
I W Anderson
P F Hinkson.
P L. Munger
L. B. Quinn.

So. Pacific Division.

G. E. Wise.
E A. Bradley.
G. W. Barrill

Eastern Division.

W. H. Porter.
H F. Sheldon.
A. D. Kiser.
E. Watson.
W. H. Jarden, Jr.
C P. Jarden.
B. E Longthon.
A. D. Collins.
C. W Wallace
P. M. Dickey.
J P. Minetree.
C W. DeMaine.
L. R Rogers.
F C Donnison.

Canadian Division.

G E. Boomer.
R. Johnson.
C. A. Thomas.
J. Thiemens.
W S. Fallis.
J. E. Auger.
B D. Ross.
J. W Benson.
D Crevier.
J. J Whalen.
R. Archibald.
J. McMartin.
H. H Eager.
R. Vicent.
J. J. Harkness.
R. C. Misson.
C S. Bann.

New England Division.

L. W. Barney.
D. H. Thompson.

Central Pacific Division.

C. E. Felch.
G. G Mowat.
E F Parsons

Southwestern Division.

C E Nunn.
W. V. Hammond
R. I. Graves.
J. C. Leavitt.
F I. Howells.
C. G. Porter.
I. F. Watkins.
F. E. Byron.
D. P. Warren.
W R. Ashbrook.
H. B. McNair.
G. E. Cannon.
R. F Jones.
F. B Gable.

Railway Representatives

E. M. Richardson
F. Madill
J H Eames.

A Reward for Long Service

THURSDAY MORNING.

A VERY happy departure from the regular program was made Thursday morning in the closing half hour, when Mr. Sherwin took the floor and with a few appropriate remarks presented Mr. A. E. Schafer with a handsome gold watch, suitably engraved, in token of his 25 years of loyal service in the Company. Mr. Schafer responded with a suitable acknowledgment. He expressed a hope that the fact that he was 13th on the list of those who had received these tokens would not prove disastrous. The early training that he received from Mr. Sherwin and Mr. Williams, as well as the valued assistance of his colleagues through the years, was touched upon by Mr. Schafer and he stated it was largely due to such advantages of advice and association that he occupies the important position he has today.

The other employees, twelve in number, who have been with the Company for over a quarter of a century, were present at the presentation and Mr. Sherwin had for each one of them and Mr. Schafer a Long Service Certificate, handsomely engraved and signed. He explained in making the presentation of these that it was the desire of the Company that these old employees should have a suitable record of their service in the organization and these certificates had therefore been prepared.

The following shows those who received certificates, together the date each entered the employ of the Company:

Jacob Meyers,	February, 1873
Emily Young,	February, 1874
Philip A. Steyer,	March, 1875.
John G. Weber,	March, 1876.
Wm. Paulus,	September, 1877.
D. E. Fisher,	January, 1880
C. S. Wheeler,	February, 1880.
J. C. Beardslee,	April, 1880
A. P Russell,	April, 1880.
John Gibbons,	May, 1880.
A. W. Ballard,	July, 1880
Frances R Shaw,	December, 1880.
A. E. Schafer,	August, 1881



Mr Sherwin, Mr Fenn, and the Thirteen Employees of the Company Who Received Long Service Certificates
See Frontispiece for Reproduction of Certificate.

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MR. A. R. WALBROOK'S little talk Wednesday afternoon was much enjoyed by all. As our Top-Notcher English representative, he had many interesting things to tell and was able to give us an insight on how sales are made on the other side of the water, and the progress we are making in England and the continent.

Mr Fasquelle: "The men who have their wives with them should see me in order that I can arrange a little evening's entertainment."

Mr. Cottingham. "Don't do it, boys"

And everybody laughed !

When it was announced that Southwestern Division was the Top-Notcher it was explained that Canadian Division was a close second. The Canadian Division representatives immediately arose and gave three hearty cheers for the success of Southwestern

Mr. Ward rapidly proved his efficiency as a salesman His arguments with Mr. Mowat were lively enough at times to bring back reminders of similar occasions to many of the men.

"Mr. Riggs, Sales Manager of The Heinz Co., Pittsburg, one of the finest of the '57 varieties'," was the way Mr. Cottingham introduced him. Mr. Riggs' remarks on salesmanship and the help given the men on the road, from the office and by conventions, were much appreciated and enjoyed.

"If anyone is *aware* where Mr. *Ware's* overcoat is he would be glad to know, as he wants to *wear* it."

The following cablegram was sent to Mr. J. W. Garson, Manager of our London business, Monday morning and probably passed enroute the message from him which was read at the first session of the convention:

"The Sherwin-Williams Managers and Representatives in convention at Cleveland send greetings to you and your staff."

The successful conduct of such a convention as ours means lots of careful planning and hard work. Much depends upon those who have the many details in charge. The following are the committees that made possible the convention plans being carried out smoothly:

General Convention Committee – Mr. Harry Dwight Smith, Chairman; Mr. J. C. Beardslee, Mr. A. E. Schafer, Mr L. R. Greene; Mr. F. E. Davis, Secretary.

Committee on Entertainment Mr. E. M. Williams, Chairman; Mr. Wm. Bulger, Mr. L. M. Williams.

Committee on Decorations and Display –Mr.C E. Horton, Chairman; Mr. C. G. Bull, Mr. L. R. Greene.

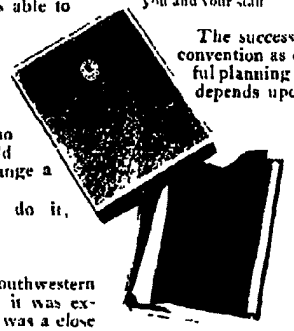
Committee on Transportation—Mr. G. A. Martin, Chairman; Mr. R. W. Levenhagen.

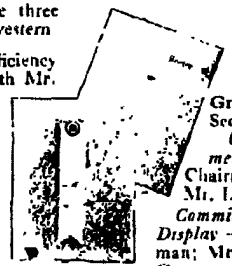
Reception Committee—Mr. L. J. Fasquelle, Chairman; Mr. H. J. Douglas. Mr. W. B. Wise, Mr. H. E. Billau, Mr. R. W. Sample.

Committee on Tests—Varnish, Mr. L. M. Sims; Paint, Mr. E. W. Lutes; Miscellaneous, Mr. L. R. Greene.

Committee on Hotel Accomodations—Mr. F. E. Davis, Chairman; Mr. W. J. Sohlinger.

Committee on Lunch Room—Mr. L. J. Fasquelle.





The Souvenir Box Containing Booklet, 'Forty Years Growth," Salesmen's Roster, Notebook, and Convention Button and Ribbon.

The new salesmen gathered at Cleveland several days previous to the convention for the "class" in salesmanship conducted by Mr. J. F. Hommel, General Supervisor, and Mr. W. H. Porter, District Supervisor, Atlantic Coast District. The sessions were held at the Hollenden Hotel and lasted throughout Friday and Saturday, October 26th and 27th. The men derived much good from the talks and demonstrations made by the two leaders and got down into the heart of our proposition in a way that we hope will show in results later. The Company has not conducted these classes for several years past, but the work is now a part of Mr. Hommel's and Mr. Porter's new department and a splendid thing for both the men and the Company.

The speech of the "Top-Notcher Office Boy" was enjoyed by all.

The lunches given every noon in the Men's Club Room at the factory were appreciated by the members of the convention. A different menu was served each day, and the lunches were well gotten up and wholesome. The room was tastefully decorated with autumn fruits and flowers, and when the tables were filled the scene was truly a pretty and animated one. The following were the dinners served on the different days: Monday, English dinner; Tuesday, New England dinner; Wednesday, Western dinner; Thursday, Canadian dinner; Friday, Thanksgiving dinner. Much credit is due Mr. L J Fasquelle, who had charge of this feature of the convention, for the splendid way the work was planned and carried out.



Menus for the Specia Dinners Each Day.

When Top-Notcher Southwestern Division boys arrived Sunday night there was the liveliest kind of a demonstration. They marched into the Hollenden Hotel two abreast, wearing soft white hats with yellow bands and carrying canes and the Top-Notcher standard. Mr. Joyce headed the column with little "Jack" Jacobs, mascot extraordinary of the division and "Top-Notcher Office Boy" The lobby was circled several times and the boys then broke ranks to receive the congratulations of their brother representatives on their clever coup.



The Souvenir Box

Mr. Walbrook was a library of information before the convention closed. He appreciated his opportunities and made the most of them for the sake of his colleagues on the other side of the water, as well as his own. After the convention he spent some time in the West and East visiting large manufacturing plants, in company with M. L. B. Quinn and Mr. L. W. Barney. Mr. Walbrook sailed for England Wednesday, November 7th.

The $250.00 assortment shown in the model store in the exhibit room was something the representatives have been waiting for some time. Central Division has already tried out its usefulness since the convention, and three orders recently came in that read, "Model store assortment complete." We feel sure that the men will be able to use this assortment to advantage in going after prospects. It is just what a small dealer wants in making a start.

Mr. L. R. Greene, Mgr. Dept. of Publicity, was greatly missed by all. He was confined to his home by illness and was unable to attend any of the sessions. The regrets of the convention were sent him. We are pleased to be able to state that Mr.

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Greene is now at his desk again and gradually recovering his strength.

The Hollenden hotel took care of the men in an exceptionally good manner. Nothing was lacking in provision for their comfort and pleasure. Resolutions were passed Thursday afternoon thanking the management for their courteous treatment and consideration. The Reception Committee had much to do with the splendid hotel accommodations secured.

The following telegrams were received by Mr. Joyce previous to the arrival of his faithful cohorts:

"We are prouder of Southwestern than ever. Congratulations from all."

"Can you hear us coming? You are responsible for the trouble we will make in Cleveland."

Here is one of Central Division's new songs that went well to the tune of "Everybody Works But Father:"

Not one can beat Central,
They plug along all day.
S. W. P. and Varnish,
Goods they know will pay.
Watch the other fellows while we make 'em hop;
In 19-7 we'll be on top.

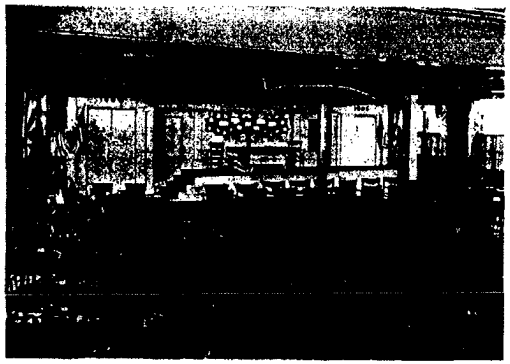
Everybody enjoyed having three of our good agents with us, Messrs. A. Rittigstein, Oakland, Cal.; F. P. Van Hoeson, Rochester, N. Y., and W. A. MacDonald, Los Angeles, Cal. Mr. Rittigstein was the happiest man at the meeting. There's a reason.

Mr. S. W. Smith was the only representative absent from the convention. He was kept away by illness, but was not forgotten by his brother representatives who sent him a telegram of remembrance.

Several days after the return from the convention, Mr. and Mrs. Joyce were presented with a handsome mahogany bedroom set by the office force and representatives in Southwestern Division. This was certainly a nice acknowledgment of the esteem in which Mr. Joyce is held by those associated with him, and was much appreciated by the recipients.

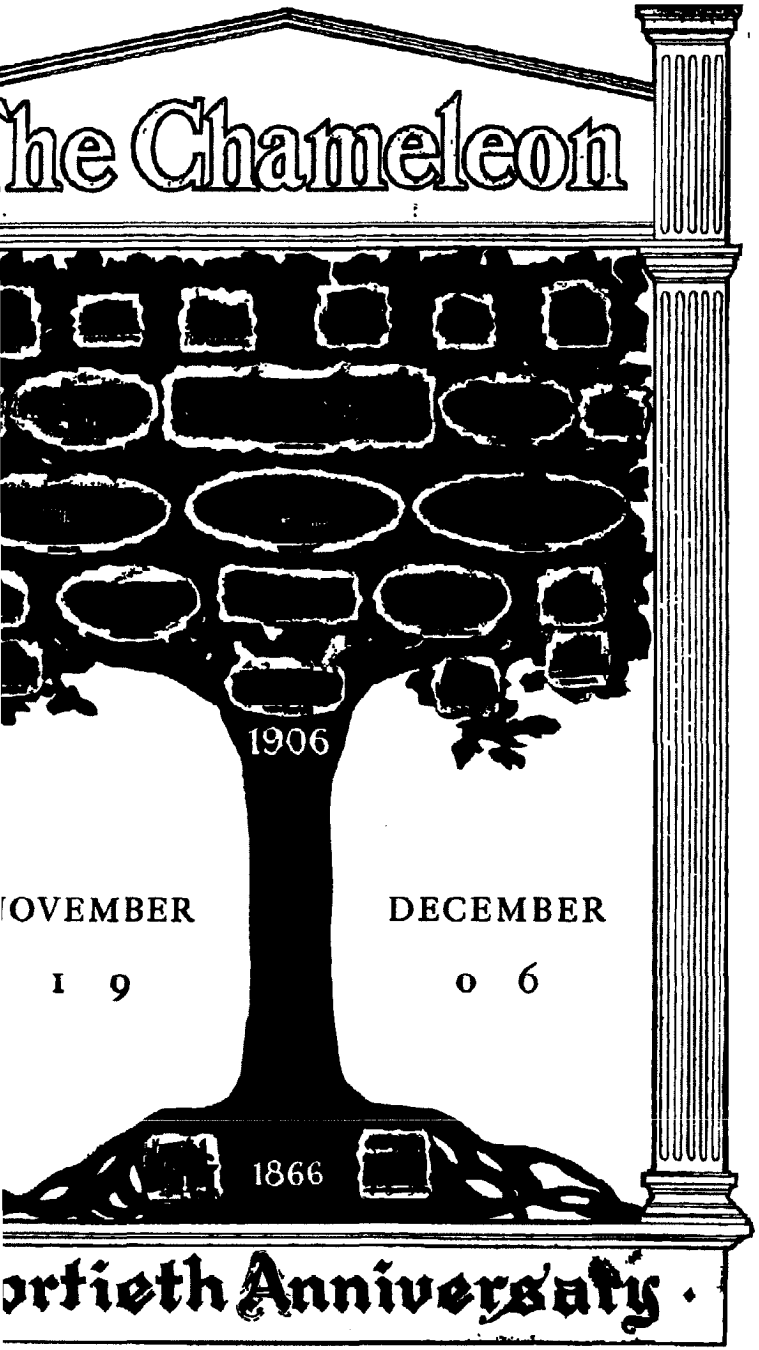
We greatly regret that, owing to the fact that a number of the speakers did not prepare their talks in manuscript form, we are unable to produce them in THE CHAMELEON. Many good things were said by Mr. Cottingham, Mr. Fenn, and others, which we are compelled to omit for this reason.

The Souvenir Box, containing a copy of the booklet, "Forty Years Growth," handsomely bound in limp leather, the new edition of the Salesmen's Roster, notebook with convention program, and the convention button and ribbon, was much appreciated by the men. The boxes were presented to the representatives when they registered at the headquarters of the Reception Committee at the hotel, and thus any confusion was avoided, as ribbons were printed for each division.



General View of the Convention Hall in the General Office Building, Cleveland.

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1906
OVEMBER
1 9
DECEMBER
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1866
ortieth Anniversary